

SEPTEMBER 1952

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nation's business

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ABOUT THIS ISSUE

HARNESS racing is a time-honored sport. In fact, you could say it began with the ancient Greeks. For chariot races were on the card at the old Olympic games.



Today's version is strictly a streamlined affair as can be seen from **JAMES R. BINGHAM'S** cover painting. The horses happen to be trotters, which means they move their legs in diagonal pairs. Pacers, which also occupy a prominent position in harness racing, move both legs on one side simultaneously.

Unlike most kids, Bingham decided early in life what he wanted to be when he grew up—an artist. Today his childhood ambition is fulfilled for he is a highly successful magazine illustrator. Bingham has no hobby. If he did, he says, it would be painting.

ONCE it was considered improper to campaign for the Presidency of the United States. It is not an



"office to be either solicited or declined," was the dictum laid down by South Carolina's William Lowndes in 1821 and observed for the most part until 1896. Since then campaigns—

as we now know them—by presidential nominees have been the rule. The role they have played in filling the highest office in the land is highlighted by **STANLEY FRANK** in "Campaigns Can Change Elections."

Frank has written some 400 articles for national magazines. A native New Yorker (born there in 1908), Frank was graduated from City College, worked 18 years for the New York Post, 17 of them as sports writer and columnist. He became a war correspondent in 1944, was awarded the Medal of Freedom for coverage of the air war in Europe and for combat flight over Normandy on D-Day. Now, besides writing, he teaches a writing course at Columbia University.

IT IS possible that **HOWARD WIL-LARD**, who illustrated Stanley Frank's campaign article, is the only artist who ever produced illustrated dentures. As a young



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dental technician with an urge to experiment, he placed cowboy designs on some of the plates he made. His clients, mostly ranchers, accepted them joyously, after one or two skeptics decided their dental proficiency was not lessened.

Willard's broad interests include archeology. Recently he returned from Yucatan, where he traveled in a station wagon equipped as living quarters and studio. Willard would drive into a Mexican village, get out his accordion and start playing and singing. Then, when he had won the villagers' friendship, he would sketch. The Spanish he learned as a child in California was a help.

He also knows Cantonese and is an expert on the lore and art of China. He illustrated Pearl Buck's book, "The Good Earth," and has done scores of book jackets, travel and language textbook illustrations. His drawings appear regularly in the nation's top periodicals.



EVEN the railroads operate trucks—100,000 of them. Altogether, there are about 8,000,000 in the nation, serving as an endless conveyer belt crisscrossing the country. Some 25,000 American communities are served solely by this means of transport.



When **JOHN WESLEY NOBLE** got the assignment to write about the industry he jumped aboard a truck in California and rode to Chicago—to get the "feel" of trucking. He got the feel all right. Now he can even talk "truckese," the language of gear jammers, and he has a healthy respect for these drivers, as you will discover by reading "Pony Express on Rubber."

The jaunt was nothing new for Noble. He's always going places. His great grandparents (on both sides) rode covered wagons out over the old Oregon Trail. Noble's own travels began with a coastal salmon fleet. Then he went on to see much of America. At 21 he was a structural steelworker, helping weave the huge cables of the giant San Francisco - Oakland Bay Bridge.

The city editor of the Oakland Tribune picked him out as the structural steelworker he most

wanted as a cub reporter, so Noble quit a \$5 a day job for \$5 a week on the *Trib.*

He has contributed to many of the national publications including the outdoor magazines. Noble lives in Oakland, Calif., with his wife and two sons, John, 10, and Robert, 8.

SOME of the rah-rah fathers of outstanding athletes were chest-thumping too much, thought OSCAR SCHISGALL. The fact is, most boys are not brilliant athletes. They may shine in other ways, but nobody pays much attention to that. Mulling this over, Schisgall decided "It's a Wise Father" (this month's fiction) who appreciates the son who excels in matters other than muscular. His own two sons, however, are star athletes, Schisgall says, with what could be mistaken as a tiny rah.

WITH the aid of stop watches, farmers are learning that they work too hard — something that

took little convincing. Imagine doing 31,490 deep knee bends a year more than you have to! That's what one farmer saved, together with 234 miles of walking, which were unnecessary.



The term "farm work simplification" soon will take its place alongside of such terms as soil conservation and hybrid corn.

Every movement of the hands, multiplied by the vast operations on a farm, can cost hundreds of hours of extra work a year. With some 13,000,000,000 man-hours a year going into hand work on farms, this is a fertile field for exploration by the men who can make farm jobs easier.

GEORGE LAYCOCK, who wrote "Old MacDonald Takes It Easy," first started trying to get out of work during his puppy days on a southern Ohio farm. He plowed his way through Ohio State's College of Agriculture, then toured Europe with General Patton's army. He returned and became associate editor of the *Farm Quarterly*.

"That lasted," he says, "until I took into account that by not going to town to work every day I could save 10,000 miles of driving a year and 46½ days of time."

So he quit and became a full-time writer, primarily on farm topics.

He lives on a farm near Batavia, Ohio.

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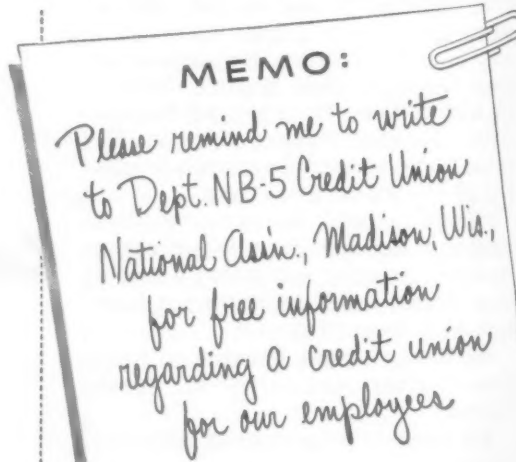
The result is happier, more efficient employees who are less prone to accidents and more satisfied to stay on the job. No wonder the 100-year-old credit union idea has the wholehearted endorsement of government, business, labor and church.

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► **UPSWING STRENGTHENS** business outlook for coming months—expected rises in:
 Consumer income.
 Defense expenditures.
 Deficit spending.

All three point to rising trade volume. But don't base your business thinking on shortages.

► **DISCOUNT SCARE TALK** of materials, goods shortages.

Strikes, drought so far mostly have chopped into piling up surpluses, fat inventories, rather than cut down urgently needed supplies.

Official Washington predictions of long delays in materials catch-up, of big unemployment totals during such delays, are based on theoretical, not practical, view of current situation.

These fail to take into consideration extraordinary resiliency of U. S. business—and the size of stocks on hand in relation to consumer demand.

Note that nonagricultural employment went up—not down—by 200,000 during first six weeks of steel strike.

Some materials pinch, some delay is expected in commercial construction industry in October, November.

► **IF WASHINGTON** decides on all-out drive to make up lost defense production, result would tighten civilian supplies.

But Government officials see no possibility of a make-up drive—and no need for it.

Military doesn't object to production breather—it's dragged its feet on build-up, hoping for equipment improvements, rather than equipment volume.

► **UNUSUAL SPEED**—you'll see it in snap-back of strike-slowed production.

Deliveries will reach—or approach—normal in many plants this month.

Here's why: Big producers kept production lines "threaded" with materials during strike-caused shutdown or slowdown. For example: Manufacturer of automobiles or farm machinery or tanks uses many types of steel.

Slowdown late in strike period came when they ran short of a few, but still had ample stocks of many.

So they were able to resume large-scale production as soon they got shipment

of types shortest in their stocks.

Let's take a look at nation's largest users of steel—automobile manufacturers.

Materials stock, like sales, varies among them. But one of Big Three opened big sales campaign three months ago.

Objective: To move out cars that were stacking up on dealers' hands and in pipelines—and to make room for more production that would use up too-heavy stocks of materials.

Drive was maintained throughout steel shutdown—and not until last month had dealers run down excess stocks of cars.

► **FALL FARM** machinery deliveries may be delayed—but not for long periods.

Implement makers expect to fill, in time for use this season, all the orders they can get for harvesting equipment.

These implements will come from new production, not carryover. For farm machinery makers so far this year have matched '51's record high in sales.

International Harvester's quarterly report shows sales ahead of year ago.

Appliance makers, distributors, still have job of working off inventories of finished products.

► **WATCH FOR QUICK** switches in availability of metals.

Interrupted flow of one usually means pile-up of others.

Note last month's easing of restrictions on use of copper, aluminum in civilian goods, plus increase in allotments of same metals for home, highway, factory construction.

► **RISING PRICES** have trial balloon characteristics.

Don't overlook that fact when you're buying in upward-moving market.

All price changes show seller is trying to find level at which goods move.

If they don't move at one, you can expect change to another.

Note: Before you order too much at newly increased prices, look back over your experience in summer of '50, and in January, '51.

► **NEXT 30 DAYS** will tell whether consumers' prices are heading up—or down.

At present, prices on fall lines

appear to be firm. They may be—but you won't know until reordering begins.

Merchants' preseason orders cover only start of the selling period. It's the additional—not the original—buying that makes or breaks the market. And that comes after the season opens.

Preseason buying is at manufacturers' prices. Reorder prices depend on movement of goods.

Note: This year's preseason wholesale buying appears to be big. But it's not. It's about normal for current sales.

It looks big when compared with figures of year ago—when merchants ordered lightly, unloading inventories.

► **BUOYANT FACTORS** bolster nation's long-term—as well as near—business outlook.

Harry A. Bullis, chairman of big General Mills, lists these in talks with his stockholders—

High demand for housing will continue as long as income remains high.

Toll roads (requiring high investment) will spread across the nation.

New investment in television stations will be more than \$1,000,000,000—and market for TV sets will increase by 10,000,000.

High wage levels will encourage capital outlays in larger volume than is generally expected.

Liquid capital in banks, other hands, promises ample financing for both public and private undertakings.

Lower taxes when defense spending declines will permit corporations to cut prices without reducing earnings.

Farmers' debt is relatively low—and a large part of it is being amortized over long term.

Population is increasing rapidly—there are 55 per cent more children under five years of age than ten years ago, and by 1958 their requirements will be large.

Mr. Bullis calls attention to two downward pressures—less defense spending starting in '54 (if no war), and probability that capital expenditures will decline after this year.

Question as he sees it: Will buoyant factors outweigh these down-pressures? He adds: "It will be difficult to have a recession when everyone is expecting one. Economic events do not happen that way."

► **BATTLE LINES** form among American growers over international trade deals.

Present indication: Dairymen will lead opposition to Administration's reciprocal trade agreement authority in next session of Congress. Present authority expires in June.

Agreements—designed to increase world trade—involve the U. S. and other free nations throughout the world.

Objective is to reduce tariffs, other trade barriers.

But dairymen protest that imports of foods compete with their products. They talk about "American markets for American farmers."

On the other side of the fence are growers of wheat, cotton, fruits who depend on exports to absorb their crops.

On same side are manufacturers who sell part of their output abroad.

The question: Should Danish butter be allowed into the U. S., where Michigan auto workers could buy it, in order to give Danish citizens American dollars to buy Michigan-built automobiles—and thereby give auto workers more payroll money with which they could buy more Wisconsin—and Danish—dairy products? Or would they?

► **ROUGH GOING** for another international commodity cartel is coming in next session.

American Farm Bureau may lead opposition to renewal of international wheat agreement, which also expires next year unless Congress continues authority for it.

Now in its fourth operational year, wheat agreement was promoted by Great Britain to smooth peaks and valleys in price for wheat exchanged between nations.

But prices set up in 1948 agreements failed to take into consideration the inflation that followed Korea.

To maintain its end of the deal U. S. has had to spend \$600,000,000 in public funds so far.

That's the difference between what U. S. farmers could get for their wheat here, and the agreed-upon scale of prices in the international cartel. Treasury made up the loss.

Set up for same subsidy this year: \$182,000,000.

Thus U. S. taxpayer helps pay for

washington letter

wheat shipped abroad under international agreement.

Farm Bureau objects on grounds that farmers receive unnecessarily a subsidy they didn't seek, contends price abroad should more nearly match price here.

► **ATTENTION CENTERS** on tinderbox Europe—while Western Hemisphere moves up in importance as U. S. customer and supplier.

For many years Great Britain was this nation's No. 1 foreign customer—top importer of U. S. products.

Now she runs second—far behind Canada—and might be fifth on the list if aid shipments were taken out of the figures.

Last year U. S. exported to Canada goods valued at \$2,588,200,000. Total exports were \$15,202,400,000. Thus Canada took 17.2 per cent of all U. S. exports.

United Kingdom came second with \$900,000,000, or six per cent, including aid shipments.

Third was Mexico, \$711,300,000; fourth, Brazil, \$699,400,000; fifth, Cuba, \$539,700,000; sixth, Italy \$456,200,000, and seventh was Venezuela, \$455,700,000.

Note that all top seven are Western Hemisphere countries, excepting two European nations which receive U. S. aid.

Works both ways—on imports as well as exports. Western Hemisphere nations not only buy more from us, they supply us in greater volume than do European countries.

► **FORCES INSIDE** and out promise prompt handling of matters before Interstate Commerce Commission.

Inside—two members of the 11-man board have resigned, have been replaced by men much younger. Several other members, all over 70, are expected to retire soon, be replaced by younger men.

Outside—expert study of commission's responsibilities and practices will result in report to Senate Interstate and Foreign Commerce Committee by Feb. 1.

Report is expected to recommend ways to increase efficiency—but not general overhaul.

Now rate cases wait six to nine months for hearing before the Commission. Delay

in hearing route changes, other matters, is up to two years.

► **WHEN PRIVATE BUSINESS** can't supply product or service for security program, Government steps in.

That appears to be fair enough policy. But how does it work?

Private power companies have been invited to build plant that could supply 2,200,000 kilowatts of electric energy for projected atomic energy expansion in Midwest.

That's as much electricity as is generated in the entire state of Indiana.

Plant supplying city of Washington, for comparison, has capacity of about 690,000 kilowatts.

Power requested by Government for new atomic energy expansion would cost \$300,000,000 in plant investment.

Government offers power companies that make such an investment a three-year contract to take the power produced. After that? No commitment.

Could plant be paid for through rapid amortization over life of original contract? No.

Private power people are told that's the deal—if they don't want it, don't blame Government for going into the business. Last month private power companies were trying to figure out how to take the deal.

► **BRIEFS:** Feeling good? You can stop now: Washington area employment has reached 626,500—highest since World War II. . . . Social security checks for October will include monthly raises of from \$2.50 to \$8.60 for 9,000,000 persons—if states follow federal example of increasing benefits. . . . Under 1952 Federal Housing Act FHA may acquire loans up to \$12,100 for building homes on Guam—5,000 miles west of San Francisco. That's 50 per cent more than is allowed on homes in the U. S., because building costs are higher in Guam. . . . Observes a Washington politics veteran: "A week on television is worth 15 years of public service, during a campaign." . . . Foreign aid note: An Iranian senator last month advocated throwing U. S. military and technical missions out of Iran because Point Four program had not brought his country as much money as he thought it should.



"NO you don't!"

Artie came in with the package, and wanted \$1.92 postage for parcel post. And was Mamie mad!

• "No you don't! And leave me without enough stamps to send out the afternoon mail? Take your package to the postoffice."

■ Artie said he was too busy. Mamie said ditto. They used to fight it out... until we got the DM.

• The DM is a desk-model postage meter that prints postage, any kind of stamp needed for any kind of mail, right on the envelope. Prints a dated postmark with the stamp, and a small ad, if you like. Has a moistener, too, for sealing envelope flaps. You can learn to use it in a few minutes.

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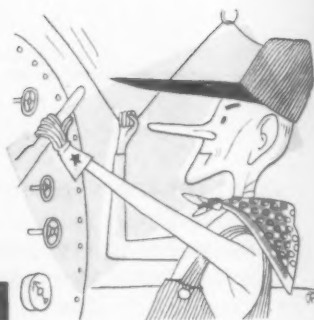
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BY MY WAY



Wanted: a slow ship

I AM just as proud as can be of this country's big new passenger liner, even though none of my friends or relatives had anything to do with designing or operating it. But I believe what I would like would be a ship, just as opulently equipped as the *United States*, that would take about three weeks to cross the Atlantic. This ship would have wireless equipment in case anything went wrong but otherwise it would maintain no contact with the outer world. Its passengers wouldn't worry about politics, wars, business recessions or the St. Louis Browns; or if they did worry it would be their own fault. And every day the captain would come beaming into the dining room if he had been able to hold down the ship's run during the past 24 hours.

But don't mistake me. When a vessel is built for speed and reliability that is what it is built for. I'd build one for slowness and reliability but I don't imagine I'll have the chance.

White collar engineers

WHEN I was making plans to become a locomotive engineer some years ago (all right, a great many years ago) engineers wore long overalls, bandanna handkerchiefs and peaked caps with vizors. So I am always shocked when I see an engineer on an electric-driven locomotive in fawn-colored pants, white shirt and a necktie decorated with palm trees. What's the use of being an engineer if you don't respect traditions?

A man might as well be a banker and be done with it.

The secret of youth?

THIS fall it seems to be Alaska, where my wife has relatives. We propose to look at the scenery a little and also to find out whether the relatives were born with the secret of perpetual youthfulness or whether they got it out of Alaska.

I am not planning to do any gold mining, unless, of course, I stumble on a big nugget that I can pick up without digging. I do not wish to do any digging—I tried that when young and it is less amusing than some other occupations. When I



tell people I am going off again on a trip some of them say, "What, two vacations in a year? Don't you ever work?" They don't realize that for a writing man everything is work, except eating and sleeping. There will be more of this later.

The immortal Kidd

CAPTAIN KIDD'S treasure has been found again, according to a Tokyo newspaper—on one of the Ryukyu Islands, 200 miles south of Japan. It is valued at \$28,000,000, which I am sure would have surprised Captain Kidd, who never had that much money and probably never went near the Ryukyus. But you have to hand it to Captain Kidd, even though he wound up at the end of a rope in Execution Dock, London. After all these years he still has what amounts to a monopoly of buried treasure stories. If you mention buried treasure and don't mention Captain Kidd you can, I believe, be sued.

Fisherman's luck

THE mayor of Bourg-Saint-Andeol, France, had to issue an official warning to his fellow citizens this summer not to "tear up paving in the streets in order to search for fishworms." This incident, as reported by the Associated Press, set many a memory stirring in my head. Real fishermen do not, of course, use worms. They use flies, preferably dry flies. They "whip" streams. But all the fish I ever caught were caught with worms,

except for one or two feeble-minded trout in a western stream who were caught with grasshoppers or the integuments thereof. I never dug up paving to get worms. In the first place, we had no paving where I lived, and in the second place you could get plenty of angle-



worms in any barnyard or outside any kitchen door where the housewife was accustomed to emptying her dishwater. I do, however, feel kin to the fishermen of Bourg-Saint-Andeol, France, for I never heard of any Frenchman catching a fish, except in the commercial fisheries. I practically never caught any fish, either. But what fun it was—and I believe still is—trying!

School days of yore

SEPTEMBER makes me think of the distaste with which we youngsters used to go back to school after the long vacation. Even if the new schoolteacher were awfully pretty we preferred vacation. But I can say to today's children with a clear conscience, I am now glad we did have to go to school. Knowing how to read, write and do plain figuring has helped me a lot in later life. And some of the schoolteachers really were pretty, and I'd love to take a shiny red apple to one or two of them right now, if I knew the address.

They're all pretty

EVERY time I read about a beauty contest—and especially when I look at the pictures that practically always accompany the news of such contests when reported in the public press—I am glad that there is no accounting for tastes. Let us suppose that the most beautiful girl in New Jersey, or in California, or in the United States, or in the world was really judged to be so by all eligible males in her approximate age group. In each case all but one of those eligible males would be disappointed and no doubt die of a broken heart or enlist in the Foreign Legion. Which would be disastrous because it would seriously reduce the population, leave many deserving young ladies with no one to marry and increase the Foreign Legion to a point where it would become a menace. But these tragedies do not

... but just suppose it happened to you!



Certainly, you don't expect a fire. No one expected this recent inferno in Brooklyn, New York. But at least one firm, Benjamin Silfen, Inc., located within a building completely gutted, was able to stay in business—able to send out bills the next day because its accounts receivable were in a modern Mosler Record Safe.

Suppose a fire left your records in ashes. How fast would you be able to recover monies with which to replace buildings, equipment, raw materials, finished goods, work in process? How much delay would it mean in restoring production, sales and service? Or would you be one of the 43 out of 100 firms who never reopen after losing vital records in a fire?



Remember—there's a clause in your insurance policy that says "Proof-of-loss must be rendered within 60 days." How could you—without records?



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occur. Thousands of young men today are on the verge of marrying girls who seem to them, regardless of contest results, the most beautiful in creation. Let us not do anything to discourage those young men or disparage those young ladies. And indeed almost any



young lady in love and about to be wed to the man of her choice is pretty enough to get by.

No sea serpents?

AT THIS writing I haven't heard about any sea serpents this summer. Of course there may have been some that I didn't hear of; I can't be everywhere. But I think maybe a generation that is familiar with the atom bomb, supersonic flight, bubble gum and televised politics isn't easily scared. It may be that the sea serpents just didn't try.

One king who has fun

I SUPPOSE I must have royal blood somewhere in my ancestry, because every time I hear of a king having a good time I wish I were one. This last summer King Frederik IX of Denmark was doing that; he was visiting Greenland in his royal yacht. He could feel that he was doing his duty, for Greenland is a part of his domain, and at the same time he didn't have to do any work. It is the duty theory that makes me inclined toward a throne rather than just daydream of being unspeakably rich. A rich man could go around on his yacht and have fun but nobody would praise him, let alone pay him, for doing it. But I don't suppose I'll ever get to travel on a private yacht of my own. The things one most wants are usually withheld by a wise Providence. And I do believe I'd trade an imaginary yacht for a real canoe any day.

Who invented the flea?

THE RUSSIAN and other varieties of Communists are now claiming that they invented all the good inventions but that we invented most of the world's harmful insects, including the potato bug, the fruit moth and, I imagine, the common clothes moth. Maybe we invented the louse, the flea and the house-

fly, too. I don't really believe these assertions, but as an American I feel a bit flattered by them. I feel flattered, in spite of the harm they attempt to do our character and reputation, by the powers they assign to our intellect and skill. Inventing a steam engine is a comparatively simple thing compared with inventing a potato bug. Or a flea. Imagine the ingenuity needed to give a flea the engine power he possesses and yet keep his chassis within reasonable limits. If democracy can do that why bother with Communism?

Saving a ferryboat

I HAVEN'T had time to find out what happened to the ferryboat *Brinckerhoff*, which used to ply between Highland and Poughkeepsie and later between Bridgeport and Pleasure Beach, Conn. The *Brinckerhoff* was donated to the Mystic Museum at Mystic, Conn., and then it was found that it took \$4,000 a year, which the museum didn't have on hand for that purpose, to maintain her. An angel—or angels—with wings plus a bank account, had to be found. I hope the search was successful. But the episode reminded me that I had been narrow-minded in concentrating on the preservation of such things as steam locomotives, buffalo, mustache cups and the five-cent stein



of beer. We ought also to preserve ferryboats. I used to cross San Francisco Bay on a ferryboat. (This was before the invention of the bridge.) Sometimes we crossed the wake of a steamer coming in from Honolulu or Hong Kong, Sydney or Tahiti. We carried gulls. For 15 cents I could get a cup of coffee and a sweet bun known at that time and in that locality as a snail. Now there are traffic jams above San Francisco Bay.

Some day, I suppose, there will be a museum for historic traffic jams. But I prefer ferryboats. Let's save a few.

Anyhow, I tried

JUST so as to maintain my reputation for impartiality I have been wearing the buttons and other insignia of both major parties. This has weighed me down but I never mind being weighed down when I

am doing something I believe to be in the public interest. But I haven't had a very happy time of it and shall be glad when the campaign is over. There are some people, no matter how hard you try, that you can't please.

Flints, Inc., 4,000 B.C.

TWO British archeologists, Dr. Ernest A. Rudge and his wife, think they have found a prehistoric trail, perhaps 5,000 or 6,000 years old, leading across southeastern England from East Anglia down toward Stonehenge. The trail was marked by what are known as pudding stones. A prehistoric man could sight from one such stone to another and so not get lost. The Rudges believe that people carried flint for arrowheads and such from



a flint mine in East Anglia to parts of England where flint didn't exist or wasn't very good. No doubt they made a profit in doing this. I hope they did, for lugging flint through the woods must have been hard work. What I am sure of is that they didn't consider themselves prehistoric, quaint or unusual. They were out to make a living, just as we are today, and they sweated when it was hot and shivered when it was cold, just as we do. Like ourselves, they were sometimes bored. And they would have considered the Rudges or any modern couple as romantic and picturesque as all get out. Which, of course, they are.

The urge to garden

THIS last summer I watched some little gardens in unlikely places beside the railway tracks which my train follows on its way into the big, wicked city. Once in a while we had engine trouble or other cause for delay, and I could examine at my leisure the progress made in little handkerchief-sized plots between the right of way and a busy boulevard. Corn was slow—or sluggish, as the stock market reports say—but string beans did well, tomatoes were firm and cabbage held its own in spite of various pressures.

It's hard to keep people from gardening. Maybe we remember in our hearts the example set so long ago, when the Lord God planted a garden eastward in Eden.

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BY FELIX MORLEY

TO SOME more poignantly than to others, but soon or late to all of us, comes that profound sorrow which distinguishes, and therefore should help to unify, all branches of the race of men. Death steps in to break the family circle and rend the pattern we have been weaving of our lives. Although the event is inherent in our mortality, the readjustment to it is never easy.

If the rupture comes to terminate old age, or as the result of an incurable disease, we say with confidence that the end is a blessed release. Very often, however, especially nowadays, it is a young life that is blotted out by accident or war. Then we find consolation by thinking of the slow corrosion of advancing years, which youthful victims of a sudden death will never need to know.

But in every case it is clear that our sorrow is partly for ourselves, over the personal loss that we must face. It is to still the ache in our own hearts that we say there is a merciful aspect to death, whenever and however the occurrence. Our need is to regain composure after a shock that can be shattering to the very citadel of personality. For, as Robert Louis Stevenson wrote: "The changes wrought by death are in themselves so sharp and final, and so terrible and melancholy in their consequences, that the thing stands alone in man's experience, and has no parallel upon earth."

Nevertheless, for those who are still attuned to

nature, it is apparent that earth holds many parallels for our own mortality. Indeed nothing is more obvious than the uncertainty of survival in every form of life. To examine a patch of woodland is to realize that only a tiny fraction of the prolific seedlings can ever grow to the maturity of trees. The same superficial indifference rules as the scale of life ascends. The hawk strikes down the flycatcher even as the latter darts in pursuit of an insect. As the minnow gulps down a water-spider the scouting bass victimizes the victor. And the prompt reaction of the fisherman is to cast his lure where the larger fish is masticating his double prey.

• • •

Stevenson was a careful writer. He noted that the changes wrought by death—not death itself—are melancholy in their consequences. And one might further qualify by saying "immediate consequences." Geologists tell us that limestone, so helpful alike to apple orchards and suburban lawns, gains richness from the bone remnants of long departed life. The oil and gas on which our civilization now depends are both of organic origin. Biology and theology join hands to agree that without death there would be no life. The crucifixion and the resurrection are inseparable.

So there is something literally abnormal in our pronounced reluctance to think, to talk and, except in detective and war stories, even to write of death, though life would be impossible without it. The prejudice is frankly faced by Gilbert Klingel in his recent delightful book on the fauna

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and flora, the geography and geology, of the Chesapeake Bay. "At the risk of committing literary hara-kiri," says nat-

uralist Klingel, "I plan to devote an entire chapter of this book to death." And, under the apt title of "Life Passes On," he moves convincingly to his conclusion: "The concept of a life with its beginning and termination as part of a continuous and continuing process is more satisfying than the idea of seemingly purposeless birth and annihilation."

• • •

Death in the animal kingdom is not really saddening to most of us, except when it removes a pet that has become a household fixture. We are scarcely at all disturbed, indeed sometimes secretly pleased, when the bark of our neighbor's effusive dog is stilled forever. Why do we feel so differently about the fatal illness of our neighbor's child?

To stress the factor of human sympathy, of sorrow aroused by the suffering of other people, is to give an inconclusive answer. Often, to our shame as a Christian people, we are not sympathetically inclined by the emotional anguish of others. In wartime, for instance, ordinarily kind-hearted men and women are prompted to take almost sadistic satisfaction from the indiscriminate slaughtering of the enemy. Few Americans were happy when the atomic bomb at Hiroshima cut short the lives of thousands of innocent Japanese children. But equally few, so far as one can judge, were horrified.

It is perhaps arguable that the deaths of our fellow humans, provided they are not known to us personally, should logically cause us even less concern than the fate of animals. The point to such a thesis would be that nearly all of us, explicitly or implicitly, believe in human immortality. The ideal aspirations of the soul, which even atheists share while trying to deny, set men apart from animals, far more than the possession of a flexible thumb. We know instinctively, without assurance from those who have thought deeply on these matters, that for mankind the stoppage of the heart is not the end. Something takes flight, to merge with the eternal. Even the spiritually undeveloped have that consolation, except in moments of embittered resentment or equally immature cynicism.

• • •

Since everyone accepts the abstract fact of death as normal, and since for man the end of life seems equally a beginning, there is no justification for post-mortem melancholia, as distinct from sorrow. When the latter gets out of control the fault would seem to center in our own indi-

vidual frailty, in our inability to accept deep affliction as bravely as we do the dentist's chair, perhaps also in our dislike of sharp reminders that we, too, are mortal. But personal fear of death, as Stevenson so happily points out in the essay already quoted, affects us actually very little. In his words:

"Indeed, it is a memorable subject for consideration, with what unconcern and gaiety mankind pricks on along the Valley of the Shadow of Death. The whole way is one wilderness of snares. . . . And yet we go spinning through it all, like a party for the Derby."

"*Aes Triplex*," the title of Stevenson's great essay, is best translated as "Bound in Threefold Brass." To the old Romans that was a sure protection for any treasured article subject to the hazards of a difficult journey. And there is no doubt that R.L.S., affected from youth by a consuming tuberculosis, still had the will power to forge a similar strengthening for his naturally merry and lovable disposition.

To be thus fortified for life's journey does not for a moment imply a callous disposition. It means, rather, that poignant emotions are guided to make us more sympathetic and helpful toward others, which is impossible if we have let our own strength be undermined by grief. Such a sublimation of personal tragedy is what the Romans called virtuous, meaning literally manly and therefore brave. In English, the word has somehow acquired a softer and less inspiring significance.

• • •

However, it is still wholly desirable for men and women alike to be virtuous, in the original sense of cheerfully and resolutely courageous, regardless of the dangers that always eventually materialize. And virtue, so defined, seems even more important now than was the case in bygone years.

We have been politically encouraged, far beyond the realm of reason, to regard "security" as a right to which we are entitled as Americans. But in spite of governmental benefits, and the votes they are expected to attract, the essential insecurity of life remains and in some respects tends to increase.

There are narrow boundaries to the security that Congress can provide. There are no limits, except those set by our lack of faith and fortitude, to the spiritual security which, under religious guidance, we can create for ourselves. The time when that deeper security will be needed is not a matter of statutory control. We know only that the time will come.

Fortunate, then, the man or woman who has by personal preparation learned gracefully to accept that which our intelligence alone will always be too finite, and too earthbound, fully to understand.



BY EDWARD T. FOLLIARD

WASHINGTON MOOD

FOR AN OFF-HAND estimate of the political situation, one could hardly improve on the remark of James A. Farley. Said "Big Jim," after the Democratic convention:

"I think this fellow (Stevenson) is going to give Ike a lot of trouble."

The beauty of Farley's appraisal, which is of course a tentative one, is that it is just as valid when turned around; that is, when you say that Ike is going to give Adlai a lot of trouble. Anyway, it seems to fit in with the present mood of Washington, which is one of caution.

There has been only a little wagering here so far. Such bets as have been reported have been on an even-money basis; or on the basis that A will trundle B to the Capitol in a wheelbarrow, or vice versa, depending on who wins in November, General Eisenhower or Governor Stevenson. All this is in sharp contrast to the situation four years ago. Then, it will be remembered, some people were offering odds of 15 to one that Mr. Truman would lose.

Betting on a Presidential race at this point brings to mind a sage observation by Humphrey Finney, the eminent horse breeding authority. Finney, editor of the *"Maryland Horse"* and a member of the faculty of the University of Maryland, always gets skeptical when somebody says that a particular favorite just can't lose the Kentucky Derby, or the Preakness or the Belmont.

"They still have to run around the track," says Professor Finney.

And then, if you are interested, he will list 100 ways in which a race can be lost (bumping into the rail, faltering in the stretch, a rider losing his whip, and so on).

Well, Eisenhower and Stevenson have to run around the track, too, and their race has just begun. The hazards that lie ahead are many. Nobody has ever bothered to list them all, but Jim Farley, in his *"Behind the Ballots,"* has shown how dangerous it is for a political camp to adopt an in-the-bag attitude.

No game in the world is as uncertain as politics, Farley says in his book, because success de-

pends not only on the ability of those engaged in it, but in the last analysis on the attitude taken by the general public.

"The job of judging how the public will react is almost incredibly difficult," he says. "There is no sure road to success, and there are no hard and fast rules. Every development in a political campaign must be weighed in the light of circumstances at the time it arises. . . . It is easy to offend the public by being too cocky, by being too upstage, by talking too much, by talking too little, by failing to grasp how popular sentiment is shifting. . . ."

Governor Stevenson and General Eisenhower both have won high praise for their character, their ability and for a quality sometimes described as gentleness. They can be depended on to give their utmost in the weeks ahead. Our political history shows, however, that a Presidential candidate can lose, not through any fault of his own, but through the stupidity of his supporters—usually his most zealous supporters. This is something that both nominees are trying to guard against in the current campaign.

One way of sizing up the battle at this point is to say that General Eisenhower is by far the better-known candidate, and that Governor Stevenson heads the stronger of the two big political parties.

Ike's job, between now and November, is to try and win over new voters and millions who heretofore have been voting Democratic, some of them outright Democrats and others so-called independents. Adlai (as the man in the street calls him) has a two-fold task: to make himself better known and to try and hold together the diverse forces that have kept his party in power for 20 years.

What will be the big issues, the issues that will sway the voters when they go to the polls Nov. 4?

As has so often been pointed out, it is not the politicians who decide what the important issues are; it is the people.

The politicians merely propose the issues and hope that they have hit on the right ones.

If it were possible to say how the American voters feel now about the "time for a change" argument, or how they will feel about it

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later on, it probably would be easy to forecast the outcome on Election Day.

This issue is high on the Republican list of campaign arguments. It is one that already has caused many newspapers, heretofore Democratic or independent, to come out for General Eisenhower. The *Washington Post*, an independent paper which usually is more concerned about issues than men, admires both of the '52 nominees, but argues like this in behalf of Ike:

"After many years in office, the leaders and functionaries of any party are likely to become indifferent, lax, arrogant, and corrupt. The only effective cure is a turnover that will give them a new perspective on public responsibility. . . ."

The *Post* thinks that another factor of great importance is the preservation of the two-party system, and it goes on to say:

"What the country needs is two virile, alert and responsible parties each capable of assuming control of the Government at any general election. And this seems to be possible only if each experiences both success and defeat at reasonably frequent intervals. On this ground alone there is a powerful argument for election of an Eisenhower Administration in 1952."

If precedent means anything, the Republicans would be smart not to count too much on this 20-years-in-power argument. Back in the 1880's, the Democrats had a similar argument, but it got them nowhere. The Republicans remained in power from Lincoln to Cleveland—24 years.

Governor Stevenson, in handling the "time for a change" issue, is not content to point to precedent. He has acknowledged that many sincere and thoughtful people are concerned about one party remaining in power for 20 years. And he has said that he does not want to belittle that attitude.

"But change for the sake of change has no merit," he insists.

Nor does Stevenson think much of the argument that the two-party system is in danger. As he said in his acceptance speech, the Republican Party at its Chicago convention showed that it was "brutally alive."

Stevenson's strategy, it is clear, is to compel Eisenhower to answer this question: "A change to what?" And, though it seems an awfully long time ago, he is not going to pass up a chance to remind Ike of what happened to the economy the last time the Republicans were in power.

Stevenson, however, is keenly aware of the widespread desire for a change. He is trying, in one way or another, to give the impression that his election would mean a change.

He has a problem here, and one that calls for

a good deal of adroitness. He must, on the one hand, associate himself with all that seems good in the Fair Deal, and, on the other, disassociate himself from what the Republicans have been calling "Trumanism."

The new Democratic standard bearer, a handy fellow with words, has tried to do this by saying: "I am confident that what the nation wants is a refreshing—and not any sharp alteration—of the policies which have meant strength and progress over the past two decades."

The role of President Truman in the '52 campaign has been a matter of concern to some of the wheels in the Democratic Party. They acknowledge that, on the basis of his performance four years ago, he is one of the greatest campaigners in the history of American politics. What disturbs them is the thought that the give-'em-hell technique might not be well received this year.

They got the feeling in Chicago—and so did the Republicans—that the temper of the United States has changed; that the people are a little fed up with extremists of both the right and the left, and that what they want above all else is moderation.

For this reason, these particular Democrats were gratified when Mr. Truman described himself as "a buck private in the rear rank." They took that to mean that he realizes that Governor Stevenson's voice must be the dominant one in the Democratic campaign. They would prefer that the President, in his own speeches, be mellow rather than angry.

Associates of the Chief Executive would be much surprised if he began pulling his punches. They point out that he has always been a hard-hitting orator and that it would be difficult for him to change his style now.

In the interval between the Democratic Convention and the Truman-Stevenson meeting in the White House news stories out of Springfield, Ill., provoked a good deal of irritation in administration circles.

A line appeared over and over in these dispatches to the effect that Governor Stevenson would not want to seem "too intimately associated" with the Administration.

The one thing that is clear—and the White House conference of August 12 emphasized it—is that President Truman and Governor Stevenson realize that they must work together if their party is to win in November.

Mr. Truman is every bit as eager for victory as is the Illinois governor. If Governor Stevenson wins, the President will feel that his own seven-year record in the White House has been vindicated; if Stevenson loses, Mr. Truman knows that he will be taunted by cries of "repudiation."

CAMPAIGNS CAN CHANGE ELECTIONS

By STANLEY FRANK

IT IS an ironic footnote to history that James A. Farley, the Democrat's shrewdest political engineer of the 1930's, rendered a more valuable service to his party with a whopping boner than he ever did by reading the national tea leaves with uncanny accuracy. Although Farley was strictly a bystander in the 1948 presidential campaign, in which he once had hoped to be a candidate himself, he had a more direct influence on the most startling election of our time than any man except Harry S. Truman.

During his tenure as chairman of the Democratic National Committee in Franklin D. Roosevelt's first two administrations, Farley operated on the premise that no votes were changed by campaign platforms and speeches after Sept. 15. Everyone — professional politicians, pundits and pollsters—believed implicitly in Farley's "law."

The Republicans snuggled up to the law and went to sleep clutching it fondly to their breasts. Democratic wheel horses,

respecting Farley's reputation as a prophet of the first water (didn't he hit the 1932 and '36 elections on the nose?) went through the languid motions of challenging polls which indicated that Thomas E. Dewey's tenancy of the White House was a lead-pipe cinch. Everyone accepted Farley's law but the voters and an amateur piano player from Missouri, who combined on Nov. 2, 1948, to make it as obsolete as lend-lease to Russia.

Now that we are hip high in another presidential campaign, it is interesting and informative to examine the factors that made Farley's law so spectacularly wrong. From the vantage point of second-guessing, it is not difficult to determine where the experts went off the deep end. They forgot:

1. Campaigns once were knockdown, drag-out battles. Truman's whirlwind, "give-'em-hell" stumping transformed a presidential election into an old-fashioned dogfight for the first time since 1916.





Politicians and pundits used to believe that no votes were changed by speeches or platforms after September 15. Here's why they know better now.

2. How close national elections really are. Dewey would be running for re-election today had there been a shift in the voting, ranging from one quarter of one per cent to 1¼ per cent in three key states—Ohio, California, and Illinois.

3. Important elections are decided by 15,000,000 independent voters who have no fixed affiliations. These people, attracted by policies rather than parties, by men instead of machines, withhold judgment on the candidates until their campaigns build to a climax.

Why were these three factors, which are diametrically opposed to the concept of an open-and-shut election, ignored four years ago? It is advisable to keep the answer in mind during these coming weeks when campaign managers will be claiming everything in sight. The polls conducted by the Messrs. Roper, Gallup and Crossley, which predicted a landslide for Dewey, were correct up to a certain point—but that point was premature. It is unlikely that Roper will repeat the mistake he made Sept. 9, 1948, when he said "political campaigns are largely ritualistic." In effect, he went out on a limb for Farley's law eight weeks before the election.

In all fairness to the pollsters, it should be mentioned that they had been remarkably accurate in previous elections. Roper's forecasts of the presidential voting in 1936, '40 and '44 missed the bull's-eye by only one per cent. Gallup's average margin of error in 446 local and national elections in the United States and Europe was less than four per cent. There is no question that their figures giving Truman less than 45 per cent of the popular vote in the summer of 1948 were an authentic reflection of public opinion. The trouble was that they took Farley's law at face value and stopped sampling opinion during the final payoff weeks of Truman's campaign.

The pollsters weren't the only ones who quit on Truman. The Democratic band wagon was such a rump-sprung vehicle that it actually had less money to buy time on radio networks than Henry A. Wallace, the Progressive Party's dreamboat. Contributing to Truman's campaign in the summer of 1948 appeared to be as foolish as buying a diamond ring from a sidewalk pitchman. Events at home and abroad had ganged up on Truman to make him the whipping boy for the problems and irritations disturbing the citizens.

The cost of living was going through the roof. Business was outraged by mounting taxes and labor was screaming about the Taft-Hartley Act and the fine of \$1,400,000 recently slapped on the United Mine Workers. The international situation Truman had inherited from Roosevelt was deteriorating rapidly. The Communists' seizure of Czechoslovakia and the suicide of Jan Masaryk were tragic sequels to the Administration's attempts to appease the Russians, who further demonstrated their contempt for that policy by blockading Berlin.

One of those pictures which Confucius said was worth 10,000 words epitomized the anti-Truman feeling sweeping the country. The picture taken at Omaha a few weeks before the nominating conventions must be remembered. Truman was in Omaha for the annual

reunion of the 35th Division, his World War I outfit, and delivered a speech in the Ak-Sar-Ben Coliseum, which holds 10,000 people. Only 2,000 turned out and the picture showing a desolate expanse of empty seats was an eloquent commentary of his feeble appeal.

But even that embarrassment did not mark the nadir of Truman's popularity. He denounced congressional investigations into the activities of Communist agents in the Government as "red herrings," a crack that bounced back in his chagrined face during the campaign. Another tactical blunder was his idea of sending Chief Justice Fred Vinson to Russia for a conference with Stalin, a proposal that nearly provoked the resignation of his Secretary of State, Gen. George C. Marshall.

In practical political terms, the bolt of the Dixiecrats and the emergence of the Progressive Party were calculated to insure a Republican victory. In the final accounting, both splinter parties did cut heavily into Democratic strongholds. The Dixiecrats' concentrated strength took 39 electoral votes away from Truman and the Progressive Party cost him New York's 47 electoral votes. All things considered, the Wall Street brokers and poolroom operators who were offering odds of 18-to-1 against Truman on Election Day were not indulging in a rare burst of philanthropy.

We know what happened. Truman licked Dewey by more than 2,000,000 popular votes and 114 electoral votes. How it happened is the pertinent question today, just as it was exactly a year after the 1948 upheaval when, following a decent interval, we asked Roper, Gallup and Crossley why their predictions had gone haywire.

As we reported in the February, 1950, issue of NATION'S BUSINESS, they gave a variety of reasons for their debacle. Dewey's inept campaign, induced by overconfidence—for which they were

largely responsible. . . . Wallace's parroting of the Communist Party line, which drove perhaps 2,000,000 liberals back into the Democratic camp. . . . The small vote, percentagewise the lowest since 1916. . . . Failure to realize that organized labor had supplanted political machines as more efficient vote-getting instruments. . . . A tendency to overestimate Republican strength, forgetting that the generation of voters matured under the New Deal had made the Democrats the predominant party.

The three men were unanimous on one point, however: The most valid poll is the one taken closest to the election. They agreed that their gravest mistake in 1948 was blind acceptance of Farley's law, leading them to disregard the possible effects of an aggressive campaign. Specifically, the sort of campaign Truman launched.

The monkey wrench Truman threw into the dope will be enshrined in political handbooks as a minor miracle. Like all secular miracles, it was nothing more than the product of hard work and one man's refusal to play ball with an entrenched viewpoint. The boys thought Truman was whistling off key through the graveyard when he insisted that there would be a lot of red faces among the experts on election day, but the old pro was composing an original tune. Truman traveled 31,500 miles and made 350 speeches heard by live audiences that totaled 7,000,000 people, plus untold millions of radio listeners.

Adopting the tactics of a veteran brawler, Truman grabbed the initiative from the Republicans by throwing the first vicious punch, then kept hammering away in the in-fighting. He attributed all the country's troubles to the Republican-dominated Eightieth Congress which he characterized as the worst in our history. He blasted Dewey and the Republicans as "tools of reactionary elements" (Continued on page 74)



Schools that save families

California

By JACK HARRISON POLLACK

CALIFORNIA, long an oldsters' poaching ground, is now going out after the diaper crowd. Its state department of education operates 286 child care centers for kids as young as two.

Now, child care—or day care—centers aren't anything new. Uncle Sam financed them for working mothers during World War II. But since the Government dumped them in 1946, only Gov. Earl Warren's state has shelled out any real money to continue them—\$5,250,000 this year. Governor Warren, himself a father of six, recently told me, "Even when the last shot is fired in Korea, many children from low-income families will badly need these centers."

Today almost 20,000,000 women—close to the World War II peak—are toiling in industry. Nearly 5,000,000 are mothers with preschool or adolescent children.

In seeking an answer to this problem, many businessmen now are eyeing California's schools for toddlers. These sun-kissed centers are doing more than providing needed women workers. They're reducing the state's relief bill, and helping to cut divorce and juvenile delinquency.

The centers are administered by local boards of education in 51 school districts and 22 counties. Most are housed on school grounds. In a Los Angeles junior high where I recently watched two to five year olds joyously fingerpaint, punch clay and beat out a mulberry bush aria, a principal sighed, "And to think this was once my algebra room!"

Today approximately 14,000 children are enrolled in the centers. Two types of service are offered: 1, all-day nursery care for two to five year olds and 2, before and after school supervision (extended day care) for regular school kids five to 16. The latter get all-day care during summer and vacations. The centers are open six full days a week all year around, usually from 6 a.m. to 6 p.m.

Three out of five families using them are single-parent ones. And they're not all working mothers. For instance, an aircraft employee's wife died several years ago, leaving him with three young children. Luckily, all of them immediately were enrolled in a neighborhood child care center where he drops them off on the way to work. After work, he picks them up, takes them home and cooks dinner for them. On Saturdays, this widower washes and shops. Sunday morning he irons so that he can spend the afternoon with his children.

Some of the youngsters' fathers are in Korea. But many are fatherless. In Napa a three-year-old boy asked his nursery teacher, "Please swing me high so I can see my daddy in heaven." At San Fran-

cisco's Yerba Buena center, most of the children have no male parents. But last Father's Day, the five to 12 year olds voted as their Father-of-the-Year the proprietor of nearby Herbert's Sherbet Shoppe who supplies the center with free frozen delicacies.

At almost any California center you can see tow-headed Johnnies and dark-haired Marys in cheerful, unregimented surroundings. Their activities, though carefully planned, are free and homelike. Taking advantage of California's ballyhooed climate, most centers are planned for outdoor play with sandboxes, tricycles, climbing and other equipment so dear to small sizers' hearts. A teacher who formerly taught in an eastern nursery school, painfully recalls, "Oh, how I used to hate putting on and taking off those darn snow suits!"

Parents pay approximately one third of the cost of operating the centers; the state, the other two thirds. The centers are open to children whose families have gross incomes of not more than \$250 monthly for a single parent and \$300 where both parents are working. If a family has two children, it is \$300 and \$350 respectively—and so on.

"Even then, the parents using our centers don't get charity," explains state supervisor John R. Weber. Under a rigidly enforced means test passed by the legislature, they must pay weekly fees based on their earnings and number of children. Most parents pay from \$2 to \$6 weekly per child. About 90 per cent of the families now using the centers are subject to this means test.

The ten per cent exceptions are children of defense and agricultural workers, teachers, nurses and veteran students—all of whom are eligible regardless of income. But if not in the low-income bracket, they must pay the full cost for each of their children which ranges from \$50 to \$95 monthly.

California's aircraft industry has been pitching to liberalize these means test figures so that its employees won't have to pay the full cost. It even warned the legislature last year that if more woman aircraft workers couldn't use the centers, it might have to import male workers from outside the state.

"The percentage of our women workers has risen from ten to 25 per cent during the past two years," one aircraft company official explains.

Even if aircraft companies built their own centers, the problem would still exist for countless smaller defense plants. During World War II some firms set up their own centers to curtail absenteeism, lateness and early (Continued on page 80)

meets the big need for day care of children whose parents work



LEONARD NADLER—A PRIZE-WINNING PHOTO AT FREEDOM FOUNDATION, 1980

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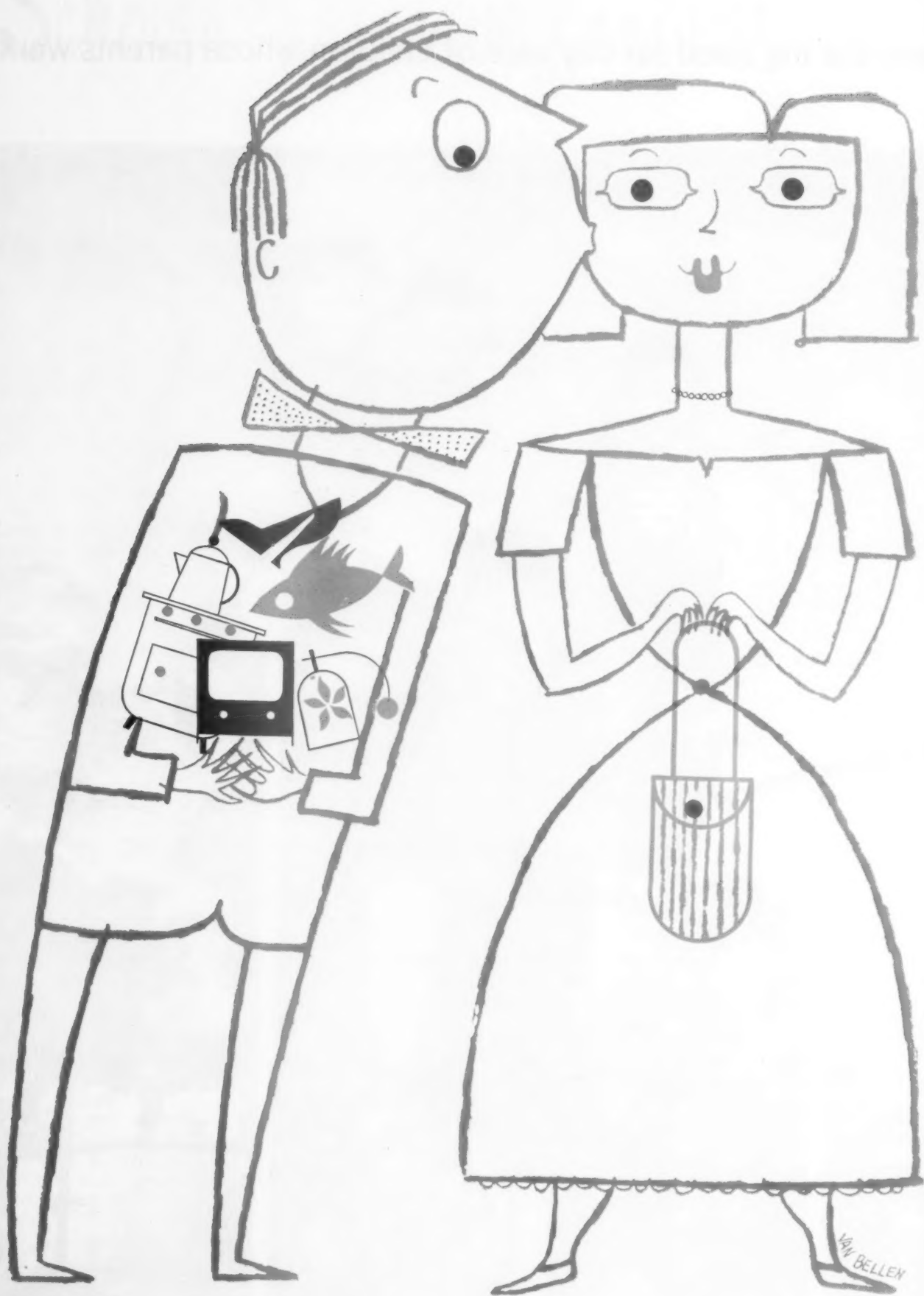
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The retailer's problem is how to get customers to buy more. That's why merchants today must have

Women on their minds

By CHARLOTTE MONTGOMERY

THE headaches that merchants and salesmen suffer from today are real migraines! Good help is hard to hire and fast on the turnover; costs are up everywhere. Worst of all, customers don't seem to be eager to put down their cash for goods and services. The average customer who, before the war, saved 3.8 per cent of personal income is saving nine per cent today.

The retailer's problem, and that of everyone with something to sell, is to break up this log jam—get more customers into stores, complete more sales and so ring up more profits. One proven way to do this is to put effort and thought on selling the woman customer, because she has become the purchasing agent of the modern family. Through her is reached the major part of the family spending for household, home and children. For husband, too, in many cases. What's more, women *can* be influenced, if you make a real effort to sell the way they think, feel and buy.

"But," you are probably protesting, "we already go after the women. We try all kinds of ways to please them."

The answer to that is that you'll have to do more. Your traps will have to be baited with all the things that lure women—your clerks must say the right things, your displays must be arranged, your advertising and promotion set up to attract the woman shopper. In fact, this is the time to have women on your mind!

Back of all successful selling to women lie two things: knowledge of how they "tick" and a plan or idea that uses that knowledge. Take the simple scheme by which the National Cranberry Association has increased its business *30 per cent every year for five years*. They knew that women seize happily on any help with their endless, monotonous job of planning meals. The sale of cranberries was limited by the fact that they were considered a holiday specialty as a partner for turkey. Yet Americans eat only five pounds of turkey a year per person, as against 31 pounds of chicken.

The cranberry people launched a ten-year program to tell women how delicious cranberries taste with chicken. The plan is five years old now and has resulted in a sales increase every year, including the first four months of 1952 when food in general slumped about 13 per cent. Note that "first four months" of the year. It is significant because it

shows that cranberries have established a year-round market and, as a companion to chicken, can be promoted for any holiday or week end instead of for just one.

The reasons women buy are often misunderstood, if we go by the evidence of much advertising and much of the talk of salesmen. A woman doesn't buy a new range or a freezer to fill a blank space in the kitchen. She buys it because it will help her get good meals easily and quickly. She doesn't buy an automatic dryer because it looks nice in the advertisement or because it's available at a discount or because the neighbors all have them. She wants a dryer so she can wash any time she pleases, rain or shine, and so she won't have to carry heavy loads of wet clothes out to the lines.

Give her reasons to buy which relate to her life. For instance, it's been found that television has increased interest in home furnishings because more home entertaining is done; furniture dealers stress this "reason" in selling. The home entertaining that television promotes is informal; food stores and china and glass departments that offer TV specials tie in with the way the woman is already thinking.

Though many customers may say that prices are too high and that they "guess they'll wait" to buy, the woman today is not buying on price alone. The supermarkets and the chains have found this out. During the 1930's price was king—big volume, low markup. That suited those times. Then came the 1940's and stores could sell almost anything and they grew lazy. They neglected the small selling extras and personal attention.

Today women want personal service. The department stores that used to put all their emphasis on goods-at-a-price know this. They are now adding alteration rooms, teaching women to knit and sew, they are bringing back repair service, wrapping desks, home decoration advice—the cycle is coming around again.

Women like the feeling that they, as individuals, matter to someone. I have a savings account in one of the largest banks in the world. Recently I filled out a form for a mail withdrawal about two weeks before interest day. My check came. With it was a personal, signed letter pointing out that I was losing interest due me and adding that if I returned the sum within five days

(Continued on page 84)

PONY EXPRESS ON RUBBER

By JOHN WESLEY NOBLE

The old "goin'-through" spirit that carried the
mail to the West still inspires the
chain-gang truck drivers
who get the goods to 25,000 communities



Nestor Ventura, senior driver with Pacific Intermountain Express, about to roll east

PHOTOS BY TOM KING FROM BLACK STAR





Motorists using PIE's system can look to its truckers for either physical or mechanical aid as need arises

Trucks on the line average 25 miles per hour, 24 hours a day, to keep their cargo moving

GOLDEN sunshine glinted off the Great Salt Lake as Cliff Duffin trundled Cabover 1013 carefully onto U.S. Highway 40, and headed east. Trailer 4607, locked in its fifth-wheel coupling, gently nudged us with 25,000 pounds of general cargo, 30 hours out of California and due in Chicago three days hence.

High above the traffic flow, like a lifeguard in a shiny red booth, Duffin felt the big tires humming in his steering wheel and was pleased with life.

"Tomorrow, when this load's rolling through Missouri, I'll be home fishing with my boy. Another fellow, who likes the Coast, starts the load off to me. I pass it on to a chap in Wyoming. He pulls to a Denver driver for Kansas. It's the new look in long-haul trucking—chain-ganging."

He was trying to tell me that "gear jammers," as all truck drivers call themselves, never had it so good. His grin, as he raised his hand to a highway patrolman's salute, said he was proud to be a trucker.

Best of all, he insisted, that part of America he calls home is prospering from his work.

"Take the trucks out of modern-day commerce and you'd jam the brakes on American business."

Climbing through Echo Canyon, the veteran Pacific Intermountain Express driver told of the crippling storms of 1948.

"Washed out the highway right here."

He pointed to the old scars. "But we kept our motor freight moving. We shifted to other roads. Even built some detours with our own hands. Never stopped.

"We're like the old Pony Express—with horsepower."

I pondered that comparison, watching Duffin tread his pedals, shift his multiple gears, hiss the air brakes and flick quick signals to oncoming trucks.

In eight easily paced hours we moved \$100,000 worth of merchandise 267 miles closer to its market. At Wamsutter, Wyo., we handed it over to a night relay driver to shuttle across the Continental Divide and the next lap east. It paused only for fuel.

An hour and a half behind us came another silver and red rig identical to ours. Behind it at regular intervals flowed a steady stream from PIE's fleet of line-haul motor freighters. In from the east all day came a pleasantly spaced sequence of the truck-trailers. Jouncing along with a fan whirring cool air in our faces, I thought of us as a bright bucket in an endless conveyor belt across the continent.

"Pony Express?" puzzled Arch Travis, young driver foreman, several days later. "We're opening the country all right, as they did. We're a vital service. But I think of trucking as more like sea-faring—a long pull, a strong pull, and a pull altogether."

Several thousand miles later, I met C. E. Johnson, executive vice president and operating manager of PIE. Inadvertently I lapsed into the lingo of the trucks.

"Bananas were slow ripening when I started over the mountains in January," I related. "But I was with a good snowman and we put on plenty of iron—"

Johnson grinned and I suddenly heard myself.

"I mean it was cold—but my driver was good in snow—we chained the tires."

"You know something?" Johnson said. "I know snowmen and banana beltters. I left the seat of my pants up there where that highway is now. Right where I cracked up the mail plane."

Johnson was not always a dignified gentleman in a conservative business suit. A World War I aviator who hung on to become a wing-walker with a

PONY EXPRESS ON RUBBER *continued*



An office manager hears from drivers gossip about events and conditions along the road

barnstorming aerial circus, a pioneer air mail pilot, and a United Air Lines executive.

"But I couldn't sit co-pilot with these truck drivers today. They are wheels-minded and responsible. They pull together like Gloucester sailormen. And by George they've got the same spirit as—as—the old Pony Express!"

So here was trucking in its essence. Here were men in a proud field determined to "keep 'em rolling" through the elements and all the hazards of modern highway travel.

Too young to have legendary heroes like railroad-ing's Casey Jones, the truckers prefer such men as PIE's Bill Guinn. Caught in a blizzard two years ago in the open Kansas prairie, Guinn sat with his truck for 60 hours, from Tuesday morning until Thursday evening. When the fuel was gone his heater stopped. Guinn started to walk away, hoping he could reach a section gang's shack. He knew he might freeze to death. Half a mile from the truck, he remembered something. So back through the storm he trudged. The snowbound truck was buried under a drift. But Bill Guinn pawed down to metal, carefully drained the radiator *and block*. Then he sought safety for himself. He had saved his employer's investment, a \$30,000 rig. Guinn considered that his responsibility.

I put my own car over 5,000 miles of highway to slice a true cross section of the 8,000,000 trucks on our roads. Then I boarded the rumbling trucks and rode from California to Chicago, another 2,641 miles. I saw the best and the worst.

In the aggregate, I found, trucking is a reassuring industrial asset. These trucks are the sole wheels of trade for 25,000 American communities. They are, for certain, that endless conveyor belt

that runs around the clock and across the calendar. When run right, they produce amazing returns on the stockholder dollar.

Many truckers, of course, should not be permitted on any road, just as many passenger cars should not. I saw "gypsies," who bum tires, haggle for gas and meals and loads, cheat the law and try to bribe weighmasters. They don't make money. They don't fulfill obligations. Honest truckers despise them.

In this industry the leaders are easily ranked. Public awards are given them for driver safety and courtesy, equipment excellence and efficiency. They are fiscally sound and publicly popular.

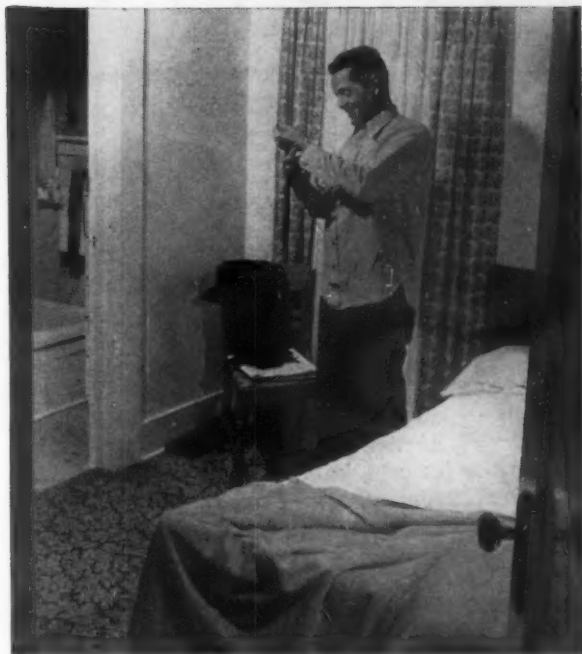
I rode with Pacific Intermountain Express. Through deserts, prairies, wheatfields and cities, over rivers and across two major mountain ranges, the Sierra Nevada and Rocky Mountains. I spent days and nights poking around the trucks, loading docks, highway patrol stations, the company's mammoth service garage, at drivers' overnight sleeping and eating places, in sales meetings, executive offices and with the city delivery fleets that collect over-the-road shipments from 100,000 customers.

PIE started only 26 years ago from one small independent trucking company in the hills of Idaho. It lost \$39,228 in 1941, the first year it began consolidating other small lines, but hasn't lost a dollar since. Last year its 531 line-haul trailers rolled 40,000,000 miles with 687,060,446 pounds of assorted cargo that returned a gross revenue of \$20,000,000. Its 251 tractors—the trucks that pull the trailers—average 25 miles an hour, 24 hours a day, including all time for loading, road stops and overhaul. And *never* exceed 50 miles an hour!

One gray Monday afternoon I "bobtailed" out of



Before a trip is begun, drivers report at their offices for weather as well as freight details



The company provides quarters along the line where the men can stay before starting home

PIE's Oakland, Calif., yards in Tractor 3078. Nestor Ventura, senior driver on the western division, was at the wheel, deadheading the unit to Sacramento because the week's schedules east were just beginning to assemble. We would get our trailer there.

Rumbling trucks shook the earth-fill yard on the east shore of San Francisco Bay. There, as elsewhere in the booming West, terminals are jousting for harbor space. PIE's, on the main San Francisco highway, faces straight through the Golden Gate, toward the Orient.

At Sacramento we glad-handed the air brakes to Trailer 4599 with a 24,000-pound load of plane motors. Ventura scanned the manifest of the driver preceding us and snorted: "Labor faker!" Actually he liked the other man lighter. We wouldn't have the problem of passing him en route to Reno.

Since we wouldn't be likely to overtake him, we would be safely within the company rule against "tailgating." For public relations and safety reasons, no two PIE trucks may travel within a mile of each other, except to pass. Our schedule allowed a leisurely ten hours to drive the 222 miles over the Sierras, more if there was an emergency. Our top speed for the haul could be only 40 miles an hour.

Late that night Ventura announced: "We got it made." Into the Reno yards we rode, and the relay driver was waiting. Ventura fueled the rig for him, checked the tires, removed the "tattle-tale" chart from the tachometer, which told precisely how fast and how slow the truck had moved, even when its engine idled. He filed it with his ICC report, scrawled "tired old horse—no power" in 3078's log-book, and waved the rig on to Elko, 291 miles east.

The blackboard said his westbound truck would be in at 4 a.m., but because of our late Oakland start

he wouldn't be able to take off before 9 a.m. This is an ICC rule—all truck drivers must have eight hours rest before taking the wheel again. It is insurance against fatigue. Ventura, eager to be home with his family as early next day as possible, got his dinner and went to bed.

For this routine of three round trips a week, he averages \$7,200 a year, with three-weeks vacation. He owns his home in Oakland and rents a room for his Reno layover from the driver he pulls to. Elsewhere on the system, PIE provides quarters in hotels and boardinghouses. Ventura, at 43, has driven seven years for PIE without a chargeable accident, and is studying for a supervisory position.

I caught the 8 a.m. rig east for Elko. We had a typical truckload, 29,681 pounds of electric air heaters, brake lining, steel shelving, ladies handbags, hinges and other hardware, vinegar, cigars, Chinese soy sauce, dried vegetables, machine parts, chemicals and rubber goods. It was desert driving all day.

My driver had checked the weather carefully, on the teletype, by radio, newspaper and a call to the airport weather bureau. Now he watched oncoming trucks, their light signals, their tire chains drying under the trailers, and whether they were where he normally passed them. If they were late, it meant they had had slow going.

Every 50 miles he stopped and walked around the rig thumping the 18 wheels with a tire iron. With 7,000 tires rolling continuously over its eight-state system, the company watches them. An under-inflated tire, if not changed immediately, would heat up and start fires which could destroy the rig and cargo. Drivers who once have changed "burners" would much rather

(Continued on page 92)

IT'S A WISE FATHER

By OSCAR SCHISGALL

THE California sun was bright and hot this Saturday morning; as we sat down to breakfast on the patio I could see kids in shorts walking toward the community swimming pool down the road. I glanced across the table at my son, Jerry. He was lanky for a 14-year-old; his dark head was bent over his cereal. When I asked why he didn't join the others—knowing it was a useless question—he said, “Oh, I'll wait for you and Mom.”

“We won't be going till this afternoon.”

“That's all right,” he said. “No hurry.”

My wife, humming a tune, poured my coffee. She gave me a look that said, “Now don't go picking on him again.” I sat silent, trying not to frown.

Why can't he be a regular guy? I wondered. Why does he have to be such a weak sister? Does he think he's fooling me? He's scared, that's what it is. Afraid the other fellows will laugh at him because he hasn't got the nerve to do the things they do. Afraid they'll show him up. When I was his age. . .

Yes, sir, in my own high school years I'd been the exact opposite of Jerry's type. I'd played tackle on the football team, center on the basketball team, and I'd had a couple of years as first-string catcher on the baseball squad. Even now I could remember how my dad used to come to watch the games, yelling himself hoarse, jumping up and waving his arms in the tight spots; and I could still see the pride in his eyes whenever I happened to star. . .

Well, that was a long time ago. Sitting here in the patio of our California bungalow, I found it hard to realize my own son was so different. It was frustrating. To have a kid who took no part at all in sports, who simply shrugged them off, never giving me the pleasure of going out to cheer like other fathers—

Sally said, “Ed. Your coffee's getting cold.”

I stirred it. But my thoughts were still on Jerry. Maybe his fear of competing with other boys was my fault. I'd given up active athletics years ago. I'd poured all my energies into the insurance business. Perhaps I was to blame for not setting him any kind of example. I hadn't even bothered about the softball team the fathers of the community had organized.

On the other hand, why should Jerry need an example to get fun out of life? It certainly wasn't so in other families. Take Ben Rogers next door—a fat, lazy hulk of 50 who'd never in his life played anything rougher than tiddlywinks. Yet his boy had

been elected captain of the high school's football team. So what price heredity?

Jerry finished breakfast and hurried off to his room. When he came out he was carrying a camera. “Saw some wild canaries in a nest up the canyon,” he said. “I'm going to try for a close-up. Want to come along?”

“No, thanks!” I said. It sounded bitter.

“S'long, then. See you later.”

When he was gone, I muttered to myself. Sally, who had sat down to her own coffee, said, “Oh, come, Ed. You're making too much of this thing.”

I glared at her. “Too much? We're bringing up a boy who's practically abnormal, and she says I'm making too much of it!”

“Nonsense.” She pushed back her chestnut hair. “There's nothing abnormal about Jerry. Just because he doesn't go swimming with the crowd—”

“Or play baseball! Or football! Or anything else! My God, Sally, he's a boy!”

Sally didn't seem worried. “He's good at other things.”

“Name one!”

“Best student in his science class.”

“Oh, that!” It was exactly what you might expect from a woman. Not that I objected to Jerry's being at the top of his science class. In fact, I was proud of it. I was glad he'd won honorable mention in the photography contest, too. “But that's not enough,” I said. “I want to see him show some spirit!”

Sally smiled. “You're overdramatizing. Just because you played football, just because you're still a rah-rah boy at heart—”

“All right, all right,” I said in disgust. I got up from the table. Every time we discussed Jerry's failings it came back to this. I was wrong. Because I wanted my son to be like other kids. I lit a cigarette and walked into the house. What was the use of talking?

I had some paper work to do this Saturday morning—the usual week-end clean up of this and that—and I tried to concentrate on it at the desk in the living room. But it wasn't easy. Whenever I glanced out of the window I saw Ben Rogers sunning his fat carcass in a deck chair. With a newspaper spread over his face, he looked asleep. But he was awake, all right, because every time kids stopped to ask for his son, Tommy, he waved a naked arm toward the community swimming pool.

When Sally came into the room I asked, “What's that guy got that I don't” (Continued on page 78)



Were you an oldest, youngest, or only child?

Was your father a stern disciplinarian?

Did you submit—or fight back?

How come you're

By **JOHN KORD LAGEMANN**

HAVEN'T you ever wondered, along with Sir William S. Gilbert, why "every boy and every girl that's born into the world alive, is either a little liberal or else a little conservative?" Since psychology is the study of why humans behave as they do and politics is a peculiarly human form of behavior, I spent the last few weeks talking with psychiatrists and psychoanalysts, visiting the psychological departments of several universities and looking up reports of most of the experimental research on the subject during the past 20 years.

What I found out won't change anybody's vote but at least it provides something which is almost unheard of in the heat of a presidential campaign—a nonpolitical look at politics.

The key idea is simple: most psychologists look at your politics as a phase of your personality—a projection into adult life of your early childhood adjustment to the world at a time when it was represented almost exclusively by your father and mother. So strong is the case for parental influence that no one who wants to be an independent in politics ought to be born until he is 21 or older.

Our political character begins to take form soon after birth when we make the discovery that we are not alone in the world. We depend on others—our parents—for all our gratifications. These are the powers that be. They can give or withhold, depending as it seems to us, on whether they love and accept us or disapprove and reject us—the "us" consisting largely of our wants. We quickly learn, however, that our parents also want something from us—a smile or a burp—and the game of power politics has begun. The infant, bargaining for parental patronage, acquires a basic behavior pattern which stays with him for life.

The nation, the Administration, the President, Uncle Sam, the church, the company, in fact all political, religious and economic institutions and leaders are viewed as images of parental authority. According to psychology, you tend to handle your relations with them in just about the same way you learned to get along with your father and mother.

Your politics, then, is your way of dealing with an outside authority, and thus a basic aspect of your personality. A person who challenges your political beliefs isn't just challenging a set of rational

a { LIBERAL ☐ ? CONSERVATIVE ... ☐ .

opinions. He's challenging the basis of your security as an individual—the substance of what you mean when you say "I."

If you look at society in terms of the parent-child relationship, certain elements would clearly identify themselves with the father authority while others would fit into the role of the child who either submits to the authority or asserts his independence. The role of owner, employer or manager, for example, is essentially a paternal one and it's not at all surprising that men who are successful in business, industry or banking should be conservative in their outlook on life.

The professional man, on the other hand, is usually the kind of person who likes to be his own boss and in politics is more likely to be an independent. Wage earners are individually in the position of greatest dependency and collectively in the position of greatest power. From a psychological point of view, it's here that one should find the widest range of political shadings, and historically this has been the case.

Politically, the rightist is one who tends to identify himself with the parent figure (superego), the leftist the person who most often takes the side of the child (ego). Thus the conservative, like the traditional father, is on the side of fixed authority, stresses discipline in child rearing and education, is wary of change, dislikes tampering of any kind, upholds conventions and traditions, believes that woman's place is in the home, opposes the relaxing of moral restraints or the coddling of wrong-doers.

While the liberal is usually thought of as a critic, a planner, or a dreamer, the conservative is a great one for getting things done. He believes that people have to be prodded to work their best, puts great stock in leadership, titles of authority, organization and routine. He cherishes the family as an institution, has great respect for religion as a force to keep people in line, is unquestioningly patriotic and inclined to be nationalistic.

While the liberal emphasizes curiosity, spontaneity, experimentation, understanding, individual rights and tolerance, the conservative prefers the sterner virtues of duty, punctuality, strength, endurance.

So far we've used the terms "liberal" and "con-

servative" as if they were interchangeable with "left" and "right." But in real life, these types are seldom pure. Most of us have our liberal and conservative sides and we fluctuate between the two.

Like our own personalities, the two major political parties do not represent a distinct cleavage between left and right but merely a preponderance of traits associated with one category or the other. A person with a preponderance of so-called "liberal" personality traits could equally well be a Republican or a Democrat, depending on other considerations like family or regional tradition, social status, occupation and property. In the U. S. electorate, liberals occupy a broad, middle band on both sides of political center and include both "liberal conservatives" and "conservative liberals." Such people might be termed "moderates."

Psychologically, the left-right scale isn't flat but curves around in a circle like a barrel hoop. Most of the tension is found where the extreme right or reactionary element overlaps with the extreme left or radical element. These two have much in common and the great political struggle, as psychologists see it, is not so much radicals against reactionaries as it is moderates against both extremes.

The psychologist doesn't ask which is right or wrong. He simply wants to know how they got that way. Generally speaking, he finds that the moderate—the liberal conservative or the conservative liberal—has made a satisfactory, workable adjustment which enables him to deal with authority figures on a reasoning, give-and-take basis, while the extremist—the radical or the reactionary—has made an unrealistic adjustment which requires complete and unreasoning submission to his particular brand of dictatorship.

In attempting to supplant existing authorities for the absolute authority of the party, the American Communist, for example, behaves much like a child who feels rejected by his own father and therefore seeks a substitute father who can solve all his problems.

Morris Ernst, attorney, and David Loth, writer, recently assembled 200 life histories of ex-Communists by interview and questionnaire, found that "hostility to papa or to an overwhelming mama is one clear, prevalent pattern." Most members, they



found, joined the party between 18 and 23, most were native born and came from upper class, educated homes and upper middle class income groups. Their home backgrounds showed an unusually large incidence of suicides and desertions—drastic forms of parental rejection.

Having found his "dream father" in the party—often personalized in the paternal figure of Stalin—the American Communist rules out all other emotional ties.

Usually we think of reactionaries as the "haves" as against the radical "have-nots." According to psychology, it isn't as simple as that. The authoritarian home life is no more common among the well-to-do than among the poor. Moreover, because of their relatively inferior position in society, the have-nots have more occasion to generate hidden resentments and less occasion for dissipating them by bossing others. In our own times, Hitler, Mussolini and their followers showed that no dissident element in modern society is more potentially destructive than the underprivileged reactionary.

On the surface, the extreme radical, who rebels against his father and wants to liquidate him in favor of a substitute papa, seems poles apart from the extreme reactionary, who submits to an overwhelming father. But in all important points, they are alike.

Probably the most thorough-going study of the authoritarian or reactionary personality as contrasted with the moderate liberal or conservative personality was undertaken a few years ago at the University of California at Berkeley. A group of psychologists tested about 2,000 subjects including college students, members of church groups, nurses, prison inmates, and various business and professional men and women.

Typically, the authoritarian personality is the product of a rule-ridden home life dominated by an authority figure, usually the father, who demands unquestioning obedience, or else.

The only way any child can evaluate himself is through the evaluation his parents seem to place on him. The child who has to toe the line and is severely punished or threatened with loss of love for being "bad" is apt later on to reject and suppress many of his impulses as "bad" and to feel that he must live up to a highly conventional or "idealized image" of himself. The child of more affectionate and understanding parents accepts a great deal more of himself and

handles questions of "good" and "bad" on their own merits.

Having grown up in a world in which the strong dominate the weak, the authoritarian personality seeks to identify himself with the strong and punish the weak. Since he cannot express or even acknowledge his own feelings of hatred, resentment and aggression, he projects these to persons weaker than himself, and uses them as scapegoats to punish his own sins.

Thus the moderate, accustomed to free give-and-take among all members of the family, describes his parents affectionately but as real people with faults as well as virtues, stressing such internal qualities as warmth, companionship and humor. The authoritarian personality describes them as conventional prototypes of the ideal father and mother and dwells on how much they provided in the way of money, material comforts, or disciplines for getting ahead in the world. He is also likely to glorify ancestry and family position.

He is highly conventional, worries a good deal about appearances, is quick to condemn others for bad manners, untidiness, weakness or physical defects of any kind.

While the moderate worries a good deal about the "true meaning" of religion and tries to "live it," the authoritarian personality sees a practical advantage in church going.

In matters of sex, the moderate accepts his own passive as well as his aggressive traits, and in his relations with the opposite sex looks for companionship and sociability as well as mutual enjoyment of sensuality. The authoritarian male, on the other hand, is ashamed to acknowledge his dependency feelings because they are "feminine" and therefore weak.

The woman with an authoritarian personality plays his game by conforming rigidly to his conventional ideal of her sex—that is, by being passive, submissive, sweet and adulatory of men, and often frigid. Underneath her yielding exterior she nurses a hostility and contempt for men.

If parental authority is so important in shaping our politics, why is it that children growing up together in the same family often develop wide differences in political views?

Surveys have been made to find out if order of birth has anything to do with it, and several seem to indicate that the only child has a slightly greater than average tendency to political extremes, while

(Continued on page 73)



Every man a skipper

• *Prices and material shortages*
• *have failed to stop the boom*
• *in boating as the multitudes*
• *come swarming to water*
•

THE YOUNG Washington attorney tilted his visored cap with the precise care he always gave it since he had personally sewed on the Power Squadron's insignia. Mopping his brow, he surveyed the innumerable boats moored wherever the eye scanned the contours of Chesapeake Bay. With the reluctantly annoyed air of a suburbanite inspecting a new neighboring housing development, he commented, "This place's getting more crowded than Pennsylvania Avenue," unmindful of the fact that his own new cruiser had helped bring the soaring total of boats registered with the U. S. Coast Guard up to 462,000, a 50 per cent increase over prewar days.

These, however, are only the in-board craft of 16 feet or longer registered as using the federal waterways, and exclude the estimated 325,000 inboards using non-federal waterways, to say nothing of the almost 2,500,000 boats powered by outboard motors. Also uncounted in this census are about 200,000 sailboats to whose skippers motorboats are but "harbor lice."

Material shortages and higher prices have failed to stymie the phenomenal boom in boating.

The upsurge in our pleasure flotilla dates back to the '30's, when custom-made yachts were scuttled by higher taxes. The floating estates that sired sultry stories for the tabloids shrunk in size as the depression grew. In smaller dimensions they were amenable to the cost reductions of mass production. With fewer zeros on the price tag,

they democratically entered the standard of living of that broad middle class with which every American affiliates himself. Today the forgotten man of yesterday can afford his depression dream, and many an ex-swab jockey, who swore upon being discharged that he'd never again get near water has now become his own skipper.

Restricted in civilian construction by government work, boat-builders are nonetheless doing a land-office business in defiance of higher prices. The Richardson Boat Company, for example, which sells about 200 boats yearly—many of them \$25,000 cruisers—sold almost its entire output by February. Some, like the Owens Yacht Company, were forced by government contracts to revert to their prewar policy of one size and model of hull.

Those who hewed to traditional wooden construction are probably most fortunate, for lumber has remained relatively plentiful. The Chris-Craft Company is accordingly able to offer 103 models ranging from a 17-foot open utility to a 62-foot diesel-powered yacht with living quarters for 13.

Yet postwar achievements with other and new materials are not forgotten. Steelcraft Boats, Inc., is pioneering in welded steel construction. Grumman Aircraft's experience with amphibians led to its aluminum canoes. Weighing 40 to 100 pounds, they fill the bill for those who wish to move their boats via car top.

Most spectacular in recent years has been the host of builders who

have taken to utilizing impregnated Fiberglas.

The Cape Cod Company turns out both a nine-foot dinghy for rowing and outboard and a 24-foot sloop. It is indicative of Fiberglas' progress that the sloop, used by the U. S. Coast Guard, has been accepted into the Raven racing class on a par with molded plywood construction.

Keeping the boom ever expansive has been the growth of the kit business. Thus, Chris-Craft, while doubling its sales of big boats, has also enlarged its sale of kits containing prefabricated parts. With the accompanying instructions the basement builder can assemble any one of nine models and save 50 per cent.

Precut, with edges beveled and holes drilled, some kits range as low as \$35 for an eight-foot pram. So popular are kits today that such firms as U-Mak-It sell their catalogs for 25 cents each.

Despite climbing costs, the number of skippers is mounting rapidly. To see to it that these nautical tyros know their ropes, 16,000 old-timers have banded together into Power Squadrons to teach them what every pilot should know.

Today's 127 Power Squadrons extend from Westerly, R. I., to Ketchikan, Alaska, with surprising memberships in the landlocked grassroots where the lakes that came with the dams are sites of balmy navigation. Wherever there's water, there's a skipper waiting to own a bigger boat.

—S. S. COLKER

OUR SPEAKER FOR TONIGHT

By WILLIAM HAZLETT UPSON

One of America's most popular lecturers tells how he almost talked himself out of what he calls a fairly soft job



EVERY WINTER I spend two or three months traveling around the country giving lectures to Rotary Clubs, women's clubs and other organizations. I get paid for this. It looks like such an easy way to make a living that people are always asking me leading questions: Is lecturing as soft a job as it looks? Does it require high intelligence? If you can do it, why couldn't I? How do you get started in the first place?

If you want to know the answers, here they are. Yes, lecturing is a fairly soft job. It does not require high intelligence. If I can do it, there is no reason that I know of why you cannot. The hard part is getting started.

Some people feel that you should

prepare yourself for speaking in public by taking a course in public speaking. This sounds plausible. But it is doing the job backward. The important thing in the lecture business is having something to say. If you have nothing to say, there is naturally no sense in spending much time in learning how to say it fluently; there is no sense in learning to accompany your pointless remarks with graceful gestures. On the other hand, if you do have something to say, the problem of how to say it becomes much easier.

Your first step, then, is to find something to talk about. The simplest method is to do something interesting. Admiral Byrd went to the South Pole. Mrs. Roosevelt not

only married a man who became President of the United States; she also traveled all over the world and promoted an incredible number of social welfare projects. Louis Untermeyer stayed at home, read enough poetry to kill ten ordinary men, and survived to become the country's leading authority on the subject. All these people have done things interesting enough so that other people will pay real money to hear them talk about it.

If you are thinking of taking up lecturing, you also should do something interesting. And don't be discouraged if your achievements are not as outstanding as the examples I have given. People have delivered interesting and successful lectures on such varied subjects

as: "How I Make a Living in the Junk Business"—"How I Murdered My Husband and Got Away With It"—"The Care and Feeding of Rattlesnakes."

How can you tell in advance whether or not any given activity will provide an interesting subject for a lecture? You can't. The only way to find out is to try.

My own experience in this matter is most instructive. In 1917 and 1918 I was a private in the artillery. I was in three major offensives. I was in the Army of Occupation in Germany. I came home bursting with anecdotes illustrating the important part I had taken in winning the great war. I was filled with theories about war and peace. I knew just how to reorganize the Army to make it more efficient. I had the material for dozens of lectures. But nobody would listen. Perhaps there was too much competition. After all, there were about 1,000,000 other ex-privates all over the United States telling how they had won the war, and explaining their theories about war and peace.

After my discharge, I worked for about five years as a tractor mechanic, and accumulated a lot of interesting scientific data about machinery. Again, nobody was interested.

Later, I started writing short stories about the war. These stories were not concerned with how I won the war, nor with my theories on war and peace. They were simple tales about simple soldiers like myself. I also wrote some tractor stories. These were not concerned with scientific data. They were not even about tractors. They were about people like myself who worked with tractors.

After the *Saturday Evening Post* began publishing these stories, my friends began having doubts about me. They began to wonder if I really was as dumb as I looked and sounded. If people as important as editors were actually buying my stuff, it was just possible that what I had to say might be worth while.

Of course, it took a long time for this revolutionary idea to get around. But finally somebody asked if I would give a talk at the local community club. I said I would. I spent about a week preparing my material. Then I gave the talk, and it was reported in the weekly edition of the local paper. People read about it. And a few weeks later somebody else asked me to give a talk. Slowly it became noised about that I was the kind of guy who was willing to make a fool of himself going around making speeches—and all for free.

In the meantime, I had spent a winter in Hollywood writing for the motion pictures. I had also done some writing for the radio. This gave me more stuff to talk about. And before long I was getting more speaking engagements than I could handle.

I discovered that there are almost countless numbers of clubs, societies, and groups of all kinds which hold innumerable meetings at which they listen to some public speaker. Hardly a week would go by without one or more calls from the chairman of some program committee. The typical appeal would go like this:

"Is your name Upson? Do you make speeches? Well, this is John Smith (or whatever his name was). I am the program chairman of such and such a group in Middlebury (or Brandon, Vergennes, Rutland, Burlington or wherever). Our speaker for tonight has disappointed us and, Good Lord, we've got to get *somebody!*"

Then he would ask me if I would come. As the appeal usually took me somewhat by surprise, and as I am weak and amiable, I would find that I had said "Yes" before I could think of any adequate excuse.

So I would go. I would make a speech. The organization would usually give me a good meal free of charge. I would meet a lot of interesting people. I would have a good time. The only trouble was that I never got paid. And my speaking engagements were seriously interfering with my regular job of writing.

I decided, therefore, to get out of the lecture business. I tried to do it by signing a contract with the W. Colston Leigh Lecture Agency. The idea behind this maneuver was very clever. Under the contract, the agency agreed to try to arrange paid lectures for me. I knew they could not do this, because experience had proved that nobody would pay me anything for a lecture. The contract also provided that I could accept no dates for free lectures. This provision, of course, gave me the perfect excuse for gracefully refusing all the requests that kept coming in.

I looked forward to a long and restful period completely devoid of any public speaking. But I had reckoned without the terrific selling powers of the lecture agency. Bill Leigh had been in the business many years. He had discovered a fact that I did not know—there are actually hundreds of organizations that really pay good money to listen to speeches. Bill Leigh knew

(Continued on page 71)





OLD MacDONALD TAKES IT EASY

By **GEORGE LAYCOCK**

*Stop watches and aptitude
tests are ending dawn
to dusk labor for farmers*

THERE is loose in the land today a movement to wean the farmer from work, to ease his burden, unbend his back and give him more time for porch sittin' and TV. This trend toward simplifying the farmer's work has the blessing of the man himself, his banker and the city dweller in general for it has to do with the price of food.

The farmer, who has more trouble finding a hired hand today than picking a World Series winner, is learning to apply new tricks to old jobs. Whether it's milking a cow, picking tomatoes, planting tobacco or making hay, speed has become not only an obsession but also a necessity. There was a day when hard work on the farmer's part was a mark of moral stamina. Today it means he hasn't kept up with the times. And he's willing to go to some lengths to find easier ways to do common jobs. In fact, the modern farmer is borrowing a page from industry's book and doing a bang-up job with what he finds there.

Scattered through the agricultural colleges and experiment stations are research workers laboring full time to figure out easier ways for the farmer to do his chores. These researchers, in recent years, have become motion and time experts in things agricultural. They are taking stop watches into the fields and barnyards to clock farmers at work. They are counting the steps they take, their deep knee bends and how often they climb a fence. Figures piling up from this meticulous study are convincing farmers of something they have long known—they work too hard.

In rural America "farm work simplification" may become a term as common as hybrid corn. While the agricultural efficiency researchers point out that simplification is no panacea, there is much excitement about its possibilities in farm circles. Farmers are taking to this industrial approach for the best of reasons—they've heard what it is doing for farmers who have tried it.

At Purdue University, in Indiana, for instance, where Dr. Lowell S. Hardin directs the nationally known Farm Work Simplification Laboratory, you can hear the story of Otis Keffaber. This hard-working dairy farmer spent the day climbing and bending and carrying, and still he was never done. Then researchers visited his farm, stop watches in hand, and clocked his movements during a series of chores. They helped Keffaber rebuild his barn,

streamline his routines and figure out labor-saving devices. The result? Keffaber eliminated an annual 475 hours, 234 miles of walking and 31,490 deep knee bends from his chores.

Another Indiana study centered around five good hog farmers for one year. Now hog raisers, applying the results, are cutting the time needed to raise a market hog to 1.7 hours from a state average of five hours.

Similar results have come from many sections of the country. In Vermont Dr. Robert Carter, a pioneer in simplifying farm chores, made an eye-opening study of dairyman Leonard Clark's daily work. Clark was already a good farmer who knew his animals, knew farming and tried to save time and work. But Clark never had the benefit of a stop watch.

Dr. Carter, with a tight grip on his watch, made several trips to Clark's farm. Finally Carter and Clark went into a huddle to ask such questions as: "Can certain operations be eliminated? Can another be substituted? Can two operations be combined? Will new tools or devices save time?" They rearranged cow stalls so Clark could cut steps. They

changed some work routines and added some inexpensive carts for feed.

When Clark went into his new chore routine Dr. Carter was hovering close by with his watch. The results looked good to him—and better to Clark. The changes had cut an hour and 54 minutes a day from his work! In addition, his walking had been cut from three miles a day to a mile and a quarter. The changeover cost Clark only \$50.

It's the work farmers do by hand—especially livestock work—that is getting the most attention from these efficiency agriculturalists. They think they've tackled a fertile field, for 60 per cent of our farm work is still done by hand or with small hand tools. Add to this the fact that even the good farmers waste as much as 20 per cent of their labor while the poor ones may waste up to 75 per cent.

The farm motion and time specialists readily admit that farmers themselves are the most fertile source of time-saving ideas. Consider the New England dairyman who was fed up with carrying his milk stool around the barn. Raymond LaCrosse and his father were milking (Continued on page 68)



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BONDED BRAKE LININGS: Rivetless linings on light- and medium-duty models nearly double lining life.

BATTLESHIP CAB CONSTRUCTION: Each cab is a double walled, all-welded steel unit of great strength.

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PILLS FOR POTENTATES



MORGAN Pharmacy in Washington, D. C., was quiet for a change. A well known industrialist looked up while Associate Supreme Court Justice Felix Frankfurter ambled in, had a prescription filled, browsed over a detective story or two, and ambled out after carefully inquiring as to the health of Leah and Joan Schenick, the owner's wife and daughter. As Justice Frankfurter went out he passed and nodded to another government official who was telling a Pentagon potentate a funny story. When these two left, the industrialist turned to Joe Schenick, the owner-manager of the pharmacy.

"You know," he observed, "a bad egg in your job could probably sicken or poison half the leaders who really keep this country on the rails, to say nothing of wrecking our foreign relations by dropping a gram or two of—well, of anything you've got stuck behind those mysterious labels in that glory hole of bottles and drugs. . . ."

Joe grinned. Other people had thought of that. He figures he's been investigated by more security officers, U. S. and foreign, than almost anyone else in Washington.

Diplomats, statesmen and nobility—foreign as well as our own—like to know from whom they are getting their pills. That is probably one of the reasons why potentates from overseas who have been in Washington still cable their needs to Joe and Leah Schenick.

Morgan Pharmacy is an institution. George Washington didn't buy his upper plate stickum there, nor did Lincoln drop in for an occasional chat, but in Georgetown, the fashionable and quietly quaint section of Washington, the bus drivers do not announce the stop as "30th and P Streets"; they call out "Morgan Pharmacy." This involuntary tribute has come about since the renaissance of Georgetown in the 1930's.

Once a sleepy little village on George Washington's Chesapeake and Ohio Canal, Georgetown has become the best address in the nation's capital. It is a mixture of truly elegant old homes, some still inhabited by old Georgetowners, and of smartly converted carriage houses, stables and slums.

All this you must know about Georgetown to understand Morgan Pharmacy, because these people are half of the experience of going to Morgan's. You don't "shop" at Morgan's you just get to know the place and the owners get to know you. You soon become a part of that community of casual celebrities who buy their pills, cosmetics, and cough syrups in this international version of the country drugstore.

Joe and Leah Schenick, who have owned the pharmacy since the early 1930's, frequently get addressed as Dr. and Mrs. Morgan. Along with their daughter, Joan, 17, they are not impressed by celebrities. Where some might be awed

by the world's mighty, they only see people who need service and warm friendliness.

When help was short during the war, Morgan's still had a soda fountain. In those days, customers often had to wait on themselves. Early one morning Madame Huang, wife of a Chinese diplomat, came in and found the place in a thriving uproar. She waved to Leah and sensibly packed her own quart of ice cream behind the counter. Before she was through, a harassed customer, who did not recognize her, simply called for a pint of chocolate. With a reassuring wink at Leah, she packed it—and then for another and still another customer.

Another customer, a foreign officer who had worked late at home, came in to snatch an American orange-juice-coffee-and-toast before attending a conference. He dashed out, leaving his brief case. Joe glanced into it to get the identity, then paled. Not about the identity, which wasn't there, but about the high security classification of the papers inside. The official returned later to get his property.

Morgan's later abolished the soda fountain to make way for regular drugs and medical supplies. You cannot buy spotlights, hardware, or lingerie at Morgan's. Business is given over to caring for the physical ills of a large part of the capital.

Customers, once absorbed into the genial friendliness of the place, are apt to become regulars. Today the trade is literally world-wide, with an almost daily jeepload of drugs, cosmetics, magazines and 101 other things being air-mailed to dozens of foreign countries.

Life is not calm during working

hours. It just seems to be. People have got in the habit of asking for dozens of services which have nothing to do with drugs.

On week ends the store does as big a check cashing business as many a small bank would do in a full week.

Doc is especially solicitous for his foreign-born customers. Leah explains that: "They need more attention—they're so far from home and anyone will tell you that sickness is much more frightening when you're in a strange country. When we get a late call, I just make Joe coffee while he dresses, and off he goes.

"I guess if we didn't feel like that, we shouldn't be running a drugstore!"

I was curious in talking to them about Washington's outstanding requirements in the pharmaceutical line.

Do the world's great have any more, or different, complaints than fall to us common people who elect them, put up with them, or follow their leadership?

DOC SCHENICK just grinned. "Sure. Today with all the new post-war drugs, and with the war nerves people seem to have, there is a general increase all over the country in using these new and more or less harmless sedatives. About 1,000

per cent greater than 20 years ago, I'd guess.

"The sedative stock I have to carry, nowadays, and the new stuff like ACTH, aureomycin and the others, runs up to almost as much as I paid for the whole store when I bought it from the original Morgan brothers. But there is one thing I have noticed—the really big people never seem to order drugs or sedatives."

The great problem in running such a pharmacy is help. Joe is hankering for a little relief from his own daily 12 hour stint, but his standards are high, and few ordinary drugstore clerks measure up to them. He has had many pharmaceutical students, and now has student doctors and a dentist working for him as well as a graduate of the State Department's Foreign Service School.

Joe is looking for the day when either a true cure-all can be found—or two first-class pharmacists on a lifetime contract—so that he can get a good rest. Once he even bought out one man's whole store to get him in as his No. 1 assistant and future partner. He still didn't get that rest.

"How did I get into all this?" Joe moaned. "I just bought a sleepy little drugstore in a sleepy little town where I could make a living and relax." —**WILLIAM A. ULMAN**



MERCHANTS' COLLEGE BOY PATROL

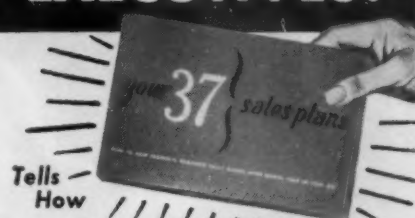
COLLEGE boys have reduced the threats of thieves, vandals and drunks for the merchants of Ellensburg, Wash.

Begun in 1950 to offer employment to male students attending college in this city of 8,000, the Merchant Patrol checks doors, windows, lights and awnings of business establishments between 10 p.m. and 5 a.m. Members earn about \$60 a month.

These unarmed students, who wear no uniforms, have saved lives, herded drunks, broken up fights, rounded up thieves and answered riot calls. For this they have won the enthusiastic backing of the police and their sponsors, the Ellensburg Chamber of Commerce. The plan is being copied elsewhere.

—**KENNETH L. CALKINS**

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RESEARCH CAFETERIA STYLE

By ALBERT Q. MAISEL

IF EVER a businessman had a headache, it was P. C. Wenger of San Antonio, Texas. An office building owner, he had started on a big air conditioning job only to discover that his best men were taking two full working days to chisel their way through 14-inch masonry walls.

With 260 such duct passages required, each hole was chewing a \$40 bite out of Wenger's bank roll. And each day's delay was bringing his tenants closer to summer's heat without air conditioning. Grasping at a final straw, Wenger trundled his troubles eight dusty miles west of town to the Southwest Research Institute, otherwise known as Slick's Folly.

He had little hope to begin with; even less when he discovered that the men assigned to help him were a brace of oil well specialists. They didn't seem to know—or care about—the difference between a hole in the ground and a ventilating duct. Wenger was really set to tear his hair when they turned up, after a few days, with a weird Rube Goldberg rig: a motor married to a five-inch steel pipe and what seemed to be the remains of a vacuum cleaner.

Yet this strange gadget—essentially an oil well coring drill turned sideways—proceeded to eat its way through more than a foot of rock-hard brickwork, and do it more than seven times as fast as Wenger's speediest team of chisel wielders could.

Where they had been spreading brick dust all over the place and leaving yards of patchwork for plasterers and painters, the new gimmick punched its holes as neatly as a cookie cutter and deftly trapped its dust as it bored away. Most important of all, the thing came out the other side of each wall at a cost of only \$5.62 per puncture, rolling up a saving of more than \$8,000 on its first assignment.

To Wenger it was a life saver. But to the 250 scientists who crowd the rambling laboratories at Southwest Research, it was just another cafeteria-style research assignment, one of hundreds they undertake every year, at fees ranging from \$25 to

*Scientific brainwork sold at
retail, might be this firm's slogan.
Here small companies can find
the answers to their problems*

upwards of \$100,000. Southwest Research is in the business of selling scientific brainwork at retail.

Its clients—they're called Project Sponsors—purchase research as they need it, without having to invest in a laboratory or maintain a full-time staff of research experts of their own.

For many small companies, the availability of such custom researchers, on a piece-work basis, actually has spelled the difference between staying in the black and going out of business. Typical is the case of the Westland Security Company, a 20 employe Texas firm that long has been supplying silica sand to the Mexican glass manufacturers clustered around Monterey.

As long as its customers were content to take green bottles, Westland had been sitting pretty; the high iron content of its sand automatically provided the desired color. But when needs changed south of the border, Westland had to get the iron out of its sand or lose its only market.

A \$600 pilot study was rushed through by Southwest's Mineral Technology Division. It showed a good chance that the contamination could be removed at reasonable cost, by an electromagnetic separation process. A further \$3,600 paid for the engineering and design of a full-scale treatment plant.

The new layout eliminated more than 90 per cent of the iron. Within a few months, it repaid both research expenses and the cost of the new equipment.

As an unexpected dividend, the research men were able to devise a miniature magnetic separator that permitted Westland to assay sand samples quickly. Thus pockets of low iron content could be spotted right in the pits and the cost of eliminating impurities minimized.

By pulling such money-making rabbits out of its scientific hat, Southwest has developed, in less than



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five years, into a blooming nonprofit foundation that raked in a neat \$1,000,000 in project fees last year. Currently it is operating at an annual volume approaching the \$2,000,000 mark.

Yet for all its mushroom growth, Southwest is hardly unique in its field. Several other similar foundations likewise have been doubling the volume of their research work each year since they were founded. One of the oldest, the Batelle Memorial Institute of Columbus, Ohio, has zoomed from a \$75,000 start in 1930 to more than \$9,000,000 worth of research last year. The group as a whole, in 1951, received more than \$30,000,000 in fees and grants from industrial firms and trade associations. This year their take—and their expenditures for nonprofit services—will run to more than \$45,000,000.

Behind this hothouse growth lies the simple fact that, out of more than 250,000 manufacturing firms in the United States, barely 3,000 maintain their own research staffs and laboratories. The other 98½ per cent usually have developed new products and production techniques by rule-of-thumb. Some of them have sought out the aid of university laboratories or commercial consultant services.

Both of these sources of research aid have much to offer.

University research, for example, usually has been carried on by men who must devote much of their time to teaching. Brought up in the traditions of "pure" science, however, many such men have little interest in attacking the specialized, limited and essentially practical problems of the manufacturer who needs help in working the bugs out of a new process or developing a formula for a new product.

MANY of the commercial consulting firms, on the other hand, have tended to specialize in certain fields; sometimes within a single industry. In trouble shooting or the design of production processes for these specialized fields, such consultants often can speedily bring the techniques of a lagging manufacturer up to the top levels of his industry.

There are exceptions, of course. Particularly in the drug field, grants-in-aid for university research have paid off handsomely with new products and new uses for existing drugs. Among the consulting research services, a few organizations have staffs and facilities that rival anything to be found in the largest university, in-

dependent or corporation research setups. Arthur D. Little, Inc.—to cite a single example—numbers among its more than 250 employees, leading scientists in such diverse fields as ceramics and electronics, pharmacology and metallurgy.

Yet, to a rapidly growing number of corporations, the newer independent research foundations, such as Southwest, have seemed to offer a unique combination of advantages. Not the least of these is their ability to provide a pool of scientific talent and equipment that can be hired by the job and then dropped from the patron's payroll until a new need for their services arises.

Consider, for example, the equation that was worked out by one brewer before he put his problem in Southwest's hands. He needed a new adhesive, one that would keep his labels tight on their bottles both in dry desert climates and under the soaking of melting ice in cooler-dispensers. Two good chemists probably could have solved the problem within three months or less. Their salaries—and the cost

All this activity produced, within a few weeks, an adhesive and label paper that met the requirements. It took the work of a team with aggregate annual salaries in excess of \$150,000. But it cost the project sponsor substantially less than his \$2,500 appropriation. For, except for one scientist, all these men worked only a few hours on the problem, contributing their background knowledge, their experience from other fields and their ideas, and then getting out of the way to work on other projects.

ONE of the greatest advantages enjoyed by such diversified laboratories as Southwest's is the ability to provide clients with ideas and experience translated from other fields of industry. The Humble Oil Company, for example, turned over to Southwest's Petroleum Technology Division the problem of developing an economical method of speedily carrying an oil well bore through hard granite layers found thousands of feet underground.

Although Humble has its own laboratories, it took this particular headache to Southwest largely because it had Robinson Brown, an outstanding authority on drilling methods, on its staff as supervisor of engineering design.

The problem was a neat one; to devise a high-speed drill of fool-proof construction that could operate at the end of a mile-long string of steel boring tubes. Electrical and pneumatic gadgets were ruled out by the need for reliability under adverse conditions and remote control, 3,000 to 15,000 feet down.

So Brown turned instead to designing a small turbine that could rotate the cutters at 3,600 revolutions per minute. Ordinary oil well cutting heads had never been designed for such speeds. But consultation sessions with Southwest engineers who had had experience in designing industrial grinding machinery, established that a special cutter would do the trick. For motive power, Brown used the very mud that oil well drillers pump into their wells to seal them against a gas blowout. And thus he came up with a unit unique in its field, a device that chews through hard formations deep in the heart of the earth, faster and with less power than any conventional drilling equipment.

Sometimes by modifying techniques developed in a widely divergent industry, a production problem can be solved at amazingly low cost. Typical is the case of the candy manufacturer who turned to



of their equipment—would have run to at least \$15,000. But even if such men could have been found and hired for so short a term, once the job was over, the brewer would find himself with a beautiful and expensive little lab, lying idle until the next headache came along.

Taking his problem, instead, to Southwest, he saved the time and cost of finding and hiring chemists and equipping them with a laboratory. His contract—with service fee limited to a \$2,500 maximum—brought some 20 workers into action.



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the Armour Institute in Chicago for aid in developing a method of producing confections in the shape of orange segments. It was essential that the new method lend itself to mass production at high speed.

The researchers searched their files and their memories and finally recalled the casting methods, using sand molds, that are the common practice in metal foundries. They could not, of course, use sand for casting candy slices. But they could use starch. By translation of techniques they evolved a successful and inexpensive method of producing vast quantities of candy castings, at minimal expense.

A SIMILAR problem, in an utterly different field, was presented to Southwest's technicians when a Houston shingle manufacturer asked them to see what they could do to keep his sidewall shingles from discoloring around the edges. Such "picture frame" discolorations had been taking place within 30 days of manufacture, often occurring even before the shingles left the plant. A larger firm, confronted with the same deterioration, had ceased production of this otherwise highly profitable line. Southwest's client, however, having no other products to fall back upon, had spent more than \$30,000 in experimenting, inside his plant, with everything from acid washes to waterproof coatings. Then he brought his dilemma to San Antonio.

The mystery was put into the hands of a chemical engineer, Herman Levin, whose experience had been concentrated in the food, detergent and similar fields. All he knew about shingles, at the start, was that you nailed them on a house.

But Levin did know plenty about the chemistry of colloids and pigment particles and their tendency to migrate under certain conditions. Within a few weeks he had proved that this was precisely what was happening to the coloring matter in the shingles. The fading was caused by a migration of the color pigment particles toward the center of each shingle under the highly acid conditions they encountered on the asbestos shingle backing. At the end of two months, Levin had developed a colloidal gel formula that not only resisted this migration, but produced a brighter, more easily salable product.

In this instance, Southwest's intensive research cost \$2,250—\$250 above the original appropriation. Yet this expense amounted to less than eight per cent of what the

manufacturer already had spent on futile research in his own plant.

Quite as important as Southwest's pool of specialized talents is its equipment pool; \$2,000,000 worth of intricate instruments, many of them to be found nowhere else. One unit, costing nearly \$50,000, is a full-sized model of a railroad diesel. Similar engines exist only in the laboratories of a few of the largest oil producers. But at Southwest, smaller firms—particularly those who make fuel and lubricant additives—which could not economically utilize such test equipment in their own plants are able to "rent" the diesel and the services of the men who know its intricacies, for a few days or even for the few hours required to run a single test.

Typical is the case of a small oil specialty company that had been



offered the rights to a lubricant improver. Its inventor claimed that this fluid added to diesel oil, would reduce engine wear and friction. If it worked, the potential market for such a product would be enormous. But if it failed, the little company—with only 20 employees and no research facilities—would find itself blackballed as a band of fakers by its principle customers.

Ponying up \$1,500, the firm turned to Southwest. The new additive quickly was found to have none of the advantages its inventor claimed for it.

But something entirely unexpected did turn up. The stuff proved to be an excellent detergent. Its soaplike quality kept engine parts clean and extended the time between overhauls.

Thus, happily, the client who had brought Southwest a useless friction reducer, walked away with a marketable, profitable new product. Even the inventor, though chagrined, was content.

Interestingly enough, this manufacturer also walked off with a \$500 refund. For as a nonprofit foundation, Southwest charges only for time actually spent and services actually rendered.

Increasingly Southwest finds itself serving whole groups of companies—or even entire industries—in the solution of what the Institute's director, Dr. Harold Vagtborg, refers to as "common de-

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— An official statement of June 4, 1949, by Senator Ernest W. McFarland, Chairman Senate Communications Subcommittee, Senate Interstate and Foreign Commerce Committee, and Majority Leader.

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remains useful to the public, dynamic in growth and profitable to its thousands of private owners—most of them small, thrifty shareholders who believe in the American Way—the "free enterprise" way.

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nominator" problems. Typical is the program underway for the National Cotton Compressors and Warehousemen's Association.

Cotton compressors long have been troubled by what they term "rolling bales." The great steam presses, which they use to jam a roomful of loose fiber into a tight, manageable, 500-pound bale, work with wondrous efficiency, most of the time. They turn out a finished bale every 45 seconds.

But, all too frequently, a squeeze gets out of hand. The bale "rolls" and bulges. The machine jams. Scores of workers must stand idly by while a few men labor feverishly to get the mess out of the way.

Working on their own for several years with a staff of two engineers, the Compressors Association invested thousands of dollars with little tangible result. At Southwest, an engineering team quickly came up with a practical solution, in the form of a low-cost hydraulically operated accessory device.

SO successful was this initial program, that the Association then engaged SRI to undertake a complete overhaul of all procedures and techniques involved in cotton compressing. The industry, which has undergone no major technological improvements since 1900, is looking forward to the development of mechanical production line methods which promise existing plants a substantial increase in output with only one half of the present labor expenditure.

A similar "common denominator" problem was attacked by SRI's Fire Technology Division for the Association of American Railroads whose member roads long have been troubled by blazes arising mysteriously in freight cars loaded with cotton bales. One railroad alone has had losses in excess of \$250,000 from this cause in a year.

SRI's engineers found the cause of the trouble to lie in sparks caused by the friction of the metal bands that bind the bales. Chemists at the Institute then developed an insulating coating that avoids such spark production at a cost of but a few pennies per bale. The extra expense is far more than compensated for by the savings in lowered insurance rates.

Many corporations with highly developed research and technical services of their own still find it profitable to turn to independent research organizations, such as Southwest, when confronted with problems outside the usual run of their experience. Typical is the case of a large artificial fiber pro-

ducer whose own laboratories had developed ingenious automatic machines for extruding hundreds of small diameter fibers simultaneously. Its engineers got stuck, however, over the problems of controlling the exact thickness of these threads without interrupting production.

At Southwest the assignment was first chewed over in conference among chemists, physicists and engineers. Finally one young electronics expert grabbed some scratch paper and began busily making sketches. Gradually the conversation died out and his colleagues gathered to peer over his shoulder. What they saw was an idea "translated" from television, a scanning device that used a tiny beam of light, running back and forth across the spinning fibers, to spot any one that had become too thick or too thin.

This photoelectric unit is capable of controlling fiber diameters down to ten thousandths of an inch. It can instantly alter production conditions to get the divergent fibers back to standard thickness.

WHILE such big projects account for more than half of Southwest's growing dollar revenue, the Institute has sought to maintain and even expand its services for the small and occasional user of research. Scores of its project contracts involve appropriations of no more than \$2,000. In one instance, when a chain of department stores contemplated taking on a line of chrome-plated porch furniture, SRI was asked to develop a method of testing such items for resistance to salt spray and sea fogs. Its final bill, closing out the project after a successful test procedure had been produced, came to \$25.

Clients hire Southwest and other independent research institutes much in the way they employ lawyers and accountants. The standard contract calls for the payment of the actual hourly salaries of the research men assigned to each project plus a uniform surcharge for overhead and administration. A limit is set both on the time to be spent in research and on the total to which the bill can mount. Project sponsors enjoy the right of cancellation at any time. Patents, where these develop out of research, belong to the sponsors.

Despite its recent exuberant growth, Southwest originated as almost a side issue from another plan of its founder and principle "angel," young oil man Tom Slick. Even before World War II, Slick, who had inherited many millions

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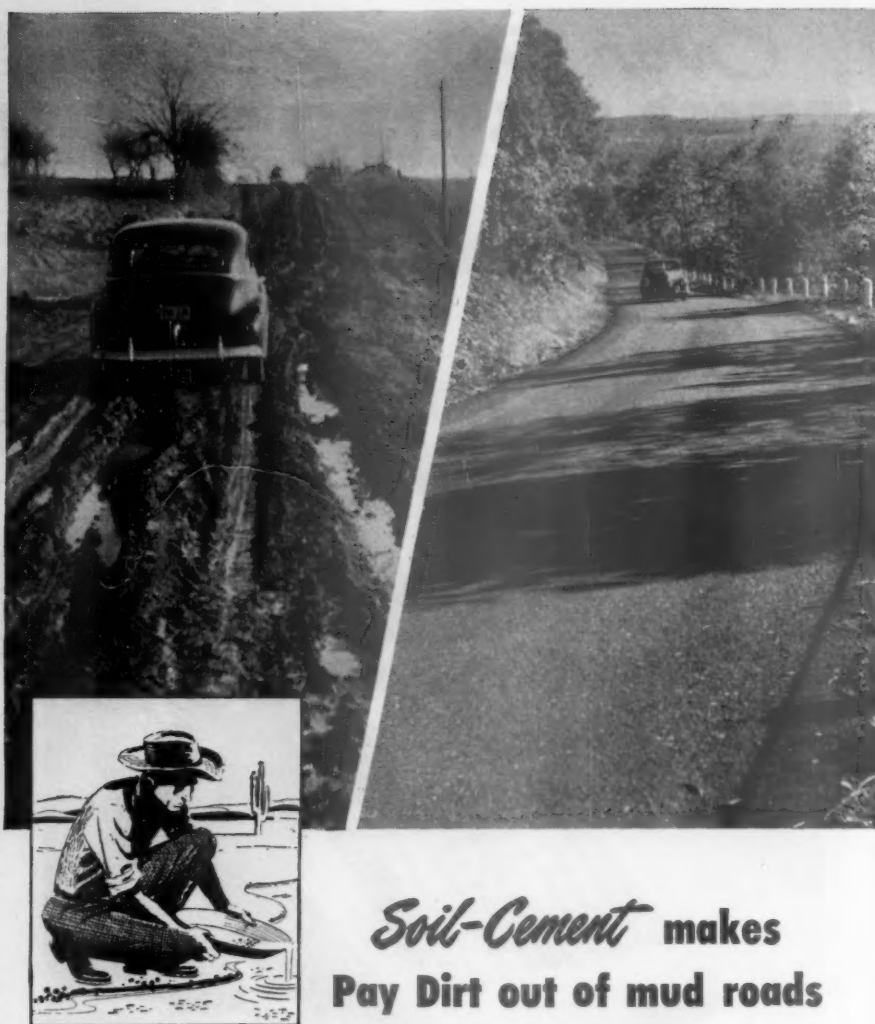
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from his father—a legendary oil figure known as the “King of the Wildcatters”—had planned to devote his fortune to the sponsorship of research. He assembled 4,000 acres outside of San Antonio, calling the tract the Essar (S for science, R for research) Ranch. Here he began crossbreeding of Brahman and Angus cattle and envisioned a foundation that would carry on long-range programs in medicine, agriculture and biology.

Wartime service with the Navy put a halt to the project. But in 1946, Slick began picking up the pieces again. Plans were drawn up for a 13-building laboratory. A foundation of applied research was set up and medical and biological specialists were gathered for long-range investigations directed against heart disease, cancer and other medical problems. At the same time, an Institute of Inventive Research was formed to help inventors convert their ideas into practical products, ready for licensing, manufacture and marketing.

Both foundations burgeoned, while Slick's third project, the Southwest Research Institute stood by in a sort of orphan's status. Then late in 1948, Dr. Vagtberg, fresh from ten years as director of the Armour Research Foundation and the Midwest Research Institute of Kansas City, was brought in to pump life into Slick's dream of a facility to aid the development of industry and agriculture in the vast Southwest region.

UNDER Vagtberg, SRI has shot ahead. The deficits which it rolled up in its first years have been wiped out. Buildings have sprung up as new project sponsors came along to enlist the Institute's services.

Tom Slick puts the philosophy behind the project in a nutshell when he says:

“People think of wildcatters as fools who wander out with a divining rod, drill in the wrong place and then strike oil by dumb luck. Dad wasn't that kind; he had wildcatting reduced to a science. He always figured the odds of making a discovery against the cost of drilling the well before he bought a lease or set up a rig.

“Well, that's all we're doing here. We're just making scientific wildcatting—for new products and new methods—available to all industry, instead of just the biggest firms.

“And,” he adds, obviously enjoying the bustle that surrounds him, “an awful lot of companies seem to think it's a darn good idea.”

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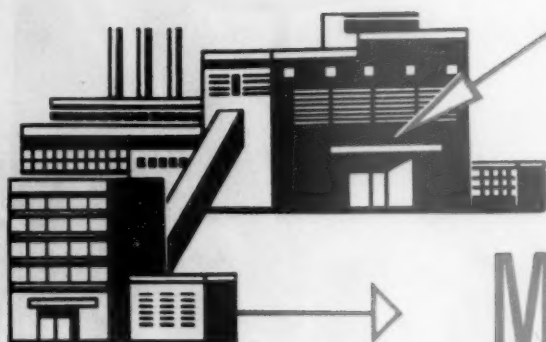
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NATION'S BUSINESS • SEPTEMBER 1952



MOVEMENT IS GROWTH

By JUNIUS B. WOOD

Bigger markets and higher standards of living are responsible for the widespread migration of America's plants and workers

OF ALL the migrations of history, none has been more significant or more rapid than the movement of American industry in the present decade. In the past, economic and population pressures, edicts of rulers and sequences of wars have moved millions of people. Today's American migration is voluntary, a spontaneous migration of invested capital and people in a free society.

Industry is on the march. It is leveling off, balancing resources, production and employment over the nation. It is not a blight of certain sections while others grow. It is more like the growth of a city magnified to a national scale.

The migration evidences a sturdy and growing national economy. It answers gloomy forebodings that American industry was overproducing and that a postwar slump was inevitable. When depression threatens, production concentrates in a few factories. Today's expanding industry shows confidence in the future.

Population and production in the United States are bursting their seams. In the ten years ending in 1950, population increased more than 19,000,000, or equivalent to one and a half times the population of Canada. In addition, bigger markets and higher standards of living demanded more production.

The nation has 40 per cent more factories than ten years ago, twice as many workers; industry is spending five times as much for new plants and equipment. Technical improvements in these modern plants have increased a worker's output one third, but production must race to match demand.

Politics may influence the selection of a site for a government plant. Private industry, in a free economy, is not hobbled by such considerations. Selection of a new location for factory or business is based on competition and profits.

On one side are the enthusiasts who seriously sing the praises of their sites. One big Pacific Coast bank sends out a vice president for several months of each year to bring new industries into the area. Equally diligent, but less vociferous, are the scouts for an industry that is looking over new locations. One firm was so secretive that its scouts were instructed to remove their hat linings for fear hat check girls might tell the local go-getters that strangers from the big city were in town.

Opening a new factory, usually a branch of an established one, or moving an old factory to a new location, is a serious venture. Each industry has its particular requirements but, for most of them, two considerations are basic in the economics of factory location.

They are accessibility to materials and to markets. Being close to the source of raw materials is an advantage to the manufacturer. Being within quick reach of the customers is equally important. Regional resources, varying with the industry, influence the selection of a factory location.

Abundant labor may be an asset, the theory being that, when the demand for jobs exceeds the supply, wages will be low. However, the unskilled worker soon masters the machine and deserves higher pay. Today's mechanics in the Soviet Union were peas-

ants only a few years ago. Industrial England supplied its colonies. These once backward countries now have their own factories and the "mother country's" market has shrunk.

Local and state laws concerning employment, taxes, desirable sites, mechanical power, fuel supply, transportation, commercial facilities, competitive position, abundant water, living conditions and even climate are other factors.

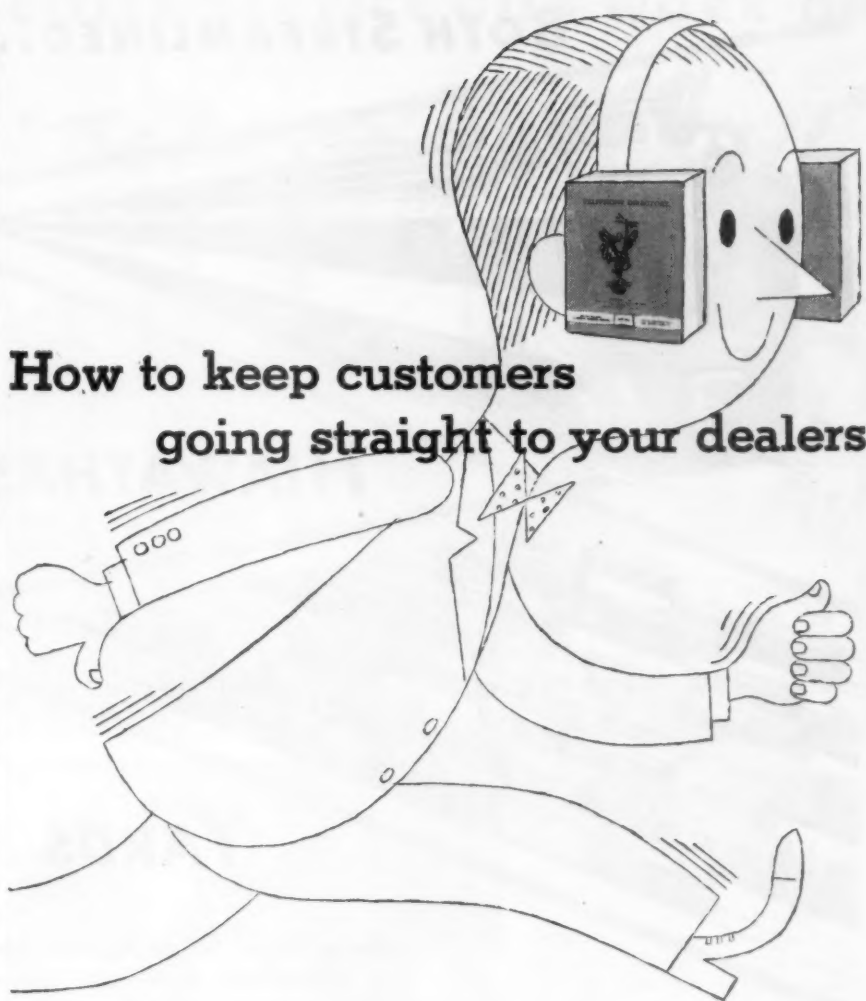
Thousands of new factories throughout the country show the results of these pressures and attractions. The movement has been predominantly from the heavily industrialized areas of the North to the South and West. Industry in the North has not shrunk; that in other parts has grown.

In these changes, three sections stand out as typical. They are New England (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island and Connecticut), the Pacific Coast (California, Oregon and Washington), and the South (including the Southeast, Alabama, Florida, Georgia, Kentucky, North Carolina, South Carolina, Tennessee, and Virginia; the middle South, Arkansas, Louisiana, and Mississippi; and the Southwest, Oklahoma and Texas). Changes in other sections have followed the same pattern but to a smaller extent.

When the natural resources of these sections are compared, the South claims 70 per cent of the nation's petroleum, 80 per cent of the natural gas, 22 per cent of the coal and 35 per cent of the water power east of the Rockies. To these, it adds 40 per cent of the commercial forests, 40 per cent of the phosphate rock and all the deposits of sulphur and bauxite. The Pacific has minerals with unlimited agricultural and power resources. New England's principal minerals are stone, slate and gravel.

In addition to nature's bounty, the South and West are pools of manpower. In those areas, according to the Census Bureau, only one person in 20 works in a factory. In New England, two out of 15 have jobs in industry. At the same time, the three Pacific Coast states have almost five times the area of the six New England states and half again as many inhabitants. Thirteen southern states have 13 times the area and four and one half times the population, and authorities say that before 1965, some 2,000,000 more southern farm workers will be displaced by cotton pickers, weeder and other machinery.

In 1790, New England had 26 per

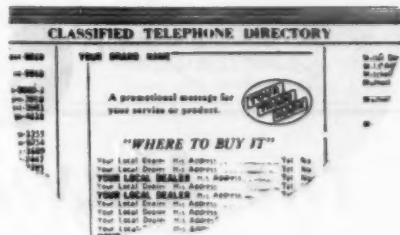


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It's sad when your national advertising gets a prospect primed to buy... and then he buys somebody else's product *because he can't find your dealer*. Keep him on the direct path to your dealers with Trade Mark Service in the 'yellow pages' of the telephone directory.

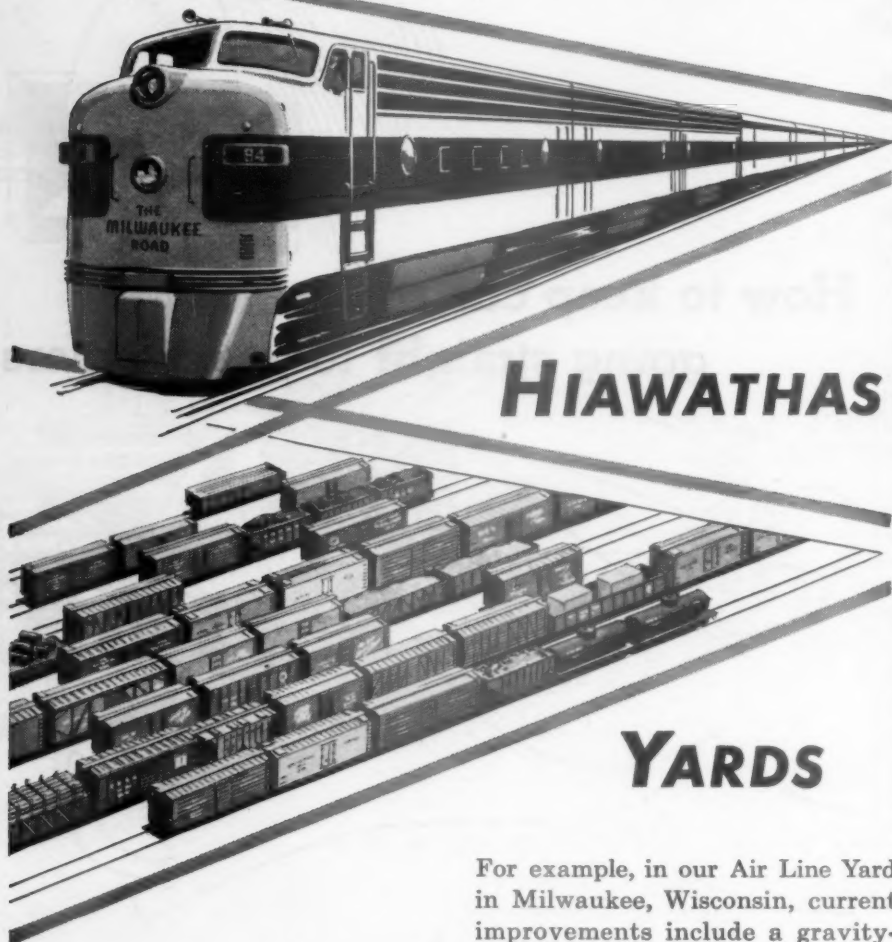
Trade Mark Service displays your trade-mark or brand name in the 'yellow pages' over a list of your local dealers. It can work for you in 36 million directories throughout the nation... or in those covering selected localities.

Tie in your national advertising with a line, "For our local dealers, see the 'yellow pages' of your telephone directory." It's a powerful sales force. Put it to work for you.



For further information call your local telephone business office, or see the latest issue of Standard Rate and Data (Consumer Edition)

BOTH STREAMLINED...



Hiawathas

YARDS

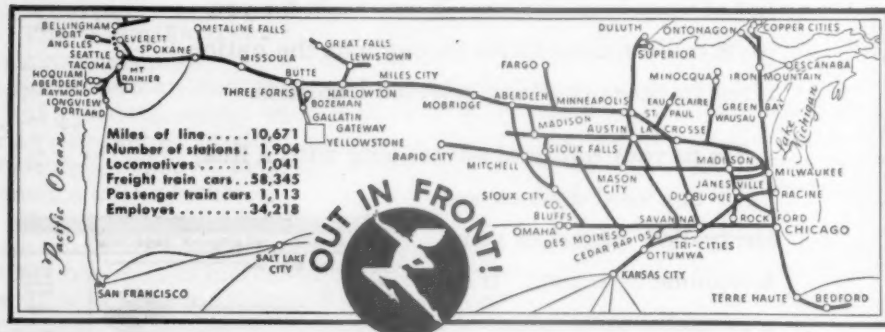
Anybody can recognize a streamlined train when he sees one. It takes an experienced railroader to recognize a streamlined yard.

Yet up-to-date, automatically operated yards are essential to the expeditious handling of the nation's freight traffic.

For example, in our Air Line Yard in Milwaukee, Wisconsin, current improvements include a gravity-retarder system for faster sorting of cars—"talk-back" loud speakers—teletype for transmitting information—pneumatic tubes for handling waybills—magnetic tape recording of train data—flood lighting—radio dispatching of engines. The net result will be a doubling of the yard's car handling capacity.

SHIP—TRAVEL

Look at the map!



THE MILWAUKEE ROAD

Route of the Hiawathas

CHICAGO, MILWAUKEE, ST. PAUL AND PACIFIC RAILROAD

cent of the population and 7½ per cent of the area of the young nation. In 1950, it had 6.2 per cent of the population and 2.1 per cent of the area.

Based on both, New England still is the most industrialized part of the nation. Only the North Central region (Illinois, Indiana, Michigan, Ohio and Wisconsin) has a more diversified output. In contrast, New England's proportion of land in agriculture is the smallest in the country.

Like an athlete who specializes in one event, New England's industry became muscle-bound. Factories have moved away and production is now more diversified with a noticeable change from nondurable to durable goods. In spite of the losses, the area is above the national average in both per capita earnings and in savings.

"At the end of 1951 employment in New England was at an all-time high with a 50 per cent increase in 12 years in both number of factories and of workers," Walter Raleigh, executive vice president of the New England Council, states. His answer is to oft-expressed fears that New England is becoming an industrial graveyard.

The march of industry from New England differs from that in other parts of the North. The flight of cotton and rayon textile spinning, of shoe factories with woolen and worsted textiles on the way is the striking feature of the New England industrial change.

A new factory in the South or West from the North is more often an expansion than a change of location. A new automobile or tractor plant does not mean that one has moved from Detroit or Chicago.

Low wages are not an inducement for all industries. In the automobile, rubber and other trades, the same union negotiates wherever the industry is. Other industries have other needs. A paper mill settled for 10,000,000 gallons of water a day. A corn products plant got a sea level canal at Corpus Christi.

Cost differentials are minor—power, fuel, workmen's compensation and unemployment insurance—while federal taxes and world markets are unchanged.

Women, who outnumber men in textile factories, can work three shifts in the South. The southern wage scale is about two thirds of that in New England, state and local taxes in the South equal only four per cent of the payroll, compared to ten per cent in New England. Woolen spinners figure a cost

differential of 30 cents to 50 cents a yard between Northern and Southern mills.

Operators say the cost differential is largely due to the work load, or output per employee. Union leaders attribute it to modern factories in the South. They also differ on remedies to stop the textile flight from New England — allotting government contracts on the basis of available spindles, enacting uniform minimum wage laws and even a federal ban on the construction of new mills.

Artificial barriers will not stop the movement as long as competition is free. Speakers for the South say that one fourth of its 2,400,000 factory workers are now in textile mills which process nine tenths of the nation's cotton. The South has become a cotton spinner as well as a grower. The same sources say that while its factories had only five per cent of the nation's spindles in 1880, they now have 80 per cent.

"Every item of cost is less in the South but there are many reasons for continuing in New England," one worsted firm recently announced. It started near Boston in 1662, and now has seven mills in New England, three in the South and one in the Midwest.

"We're seriously considering moving all operations out of New England," Francis W. White, president of the American Woolen Company, declared. Of the company's 24 plants, six are already closed and several more are in the balance. He figures the company's plant investment as \$6,000 for each of its 20,368 employees.

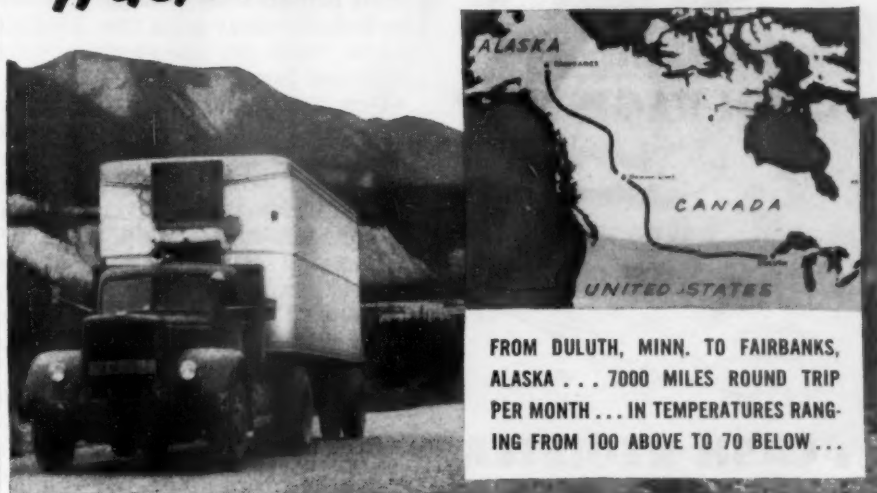
The South goes after industry in a big way. To the resources of nature and manpower, it adds financial inducements. Civic committees raise funds to induce factories to locate in their town. Alabama, Kentucky, Mississippi and Tennessee authorize what are known as local "industrial bonds" for the purpose. In Mississippi such bonds are a general obligation, backed by taxes. In other states they are liquidated from rentals.

Several New England states permit bonds which are not tax exempt. An Illinois law awaits court approval. Cities in other parts of the country, without authority to issue "industrial bonds," follow the informal fund raising practices.

This subsidy usually provides a site and building for new industry. In some cases, it also includes machinery. The firm may get the plant rent free with an option to start paying or to purchase after a

CITIES SERVICE OILS WORK ON

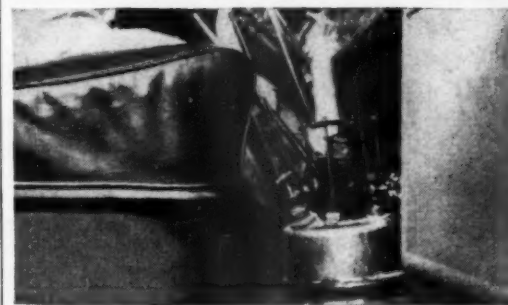
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FROM DULUTH, MINN. TO FAIRBANKS, ALASKA... 7000 MILES ROUND TRIP PER MONTH... IN TEMPERATURES RANGING FROM 100 ABOVE TO 70 BELOW...



HIS OWN SERVICEMAN ON LONG, LONELY HAULS... Besides driving, Herda handles all the jobs of truck maintenance on the road... everything from changing tires to checking the oil. During the summer when temperatures soar up over a hundred, "C" 300 Series SAE 30 gives him the long motor oil mileage and complete engine protection he must have.



BLOWTORCH HEATS CAB IN ALASKA COLD... Big bus heater not enough to heat cab in extreme cold. Blowtorch aimed at feet does job. Under such tough operating conditions, Herda depends on "C" 300 Series SAE 10 to give complete lubrication and engine protection. High quality Cities Service Products can serve best in your operation too.



Albert Herda

...trucker extraordinary, uses Cities Service "C" Series Oil in year round operation.

CITIES



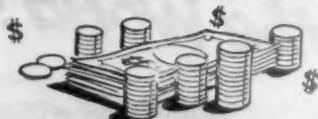
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Quality Petroleum Products



SAYS ALBERT HERDA... "Hauling everything from beer to eggs... across every kind of country... through every kind of weather... I've used Cities Service "C" Series oils and have had the best of luck. I heartily recommend Cities Service Oils for unusually rugged service and the ordinary job."

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specified time. Or it may guarantee a payroll of a certain amount, or pay rent, or both.

As further inducement, almost uniformly in the South, states and cities may waive property taxes for a certain number of years. Federal taxes still apply but, without any plant investment, which many firms prefer, they become smaller. An industry may get a new, modern plant, built to its specifications, rent and tax free.

Gov. Paul A. Dever wants Massachusetts to float an industrial bond issue, neither entirely tax exempt nor guaranteed by the state but backed by rentals and payments in lieu of local taxes. Gov. Dennis J. Roberts of Rhode Island has a similar proposal. Maine has authorized fund raising by seven communities. New Hampshire has approved "industrial foundations" under varied names for 21 cities. Massachusetts has sanctioned "industrial commissions" in nearly a dozen cities with Brockton and

Gloucester already issuing bonds. The Tri-County Development Corporation of Connecticut is an exception, being exempt from state but not from local taxes.

To many economists, free rentals and tax exemptions are an alarming innovation in state and municipal financing. What the new arrival saves must be paid by others. While a new industry promises to increase the future prosperity of a community, citizens wonder why they should contribute for its free ride. At the same time, such gratuities as free rental are minor considerations in selecting a new location.

Tax exemptions are more substantial, also two-edged. The first of these is an exemption to the industry itself. Louisiana has granted ten-year state, county and municipal exemptions on both buildings and machinery to 382 companies, foregoing taxes on \$500,000,000 worth of property.

Every new industry means more

LOOK BEFORE YOU LEAP

PICKING the site for a business or a new plant has become a science. Companies can now turn to the railroads, utilities, regional development agencies, state planning and development boards, state and local chambers of commerce, field offices of the Department of Commerce and many universities for data on procedures for locating new plants, warehouses or stores.

These sources also can help cities and towns seek new industry.

In addition, here are some publications which can help both site-sellers and site-seekers:

"Industrial Expansion Policies and Activities"; "Sound Methods of Industrial Development"; "The Community Industrial Survey"; "Community Industrial Financing Plans." Available at no charge from the Service Department, Chamber of Commerce of the United States, 1615 H St., N.W., Washington 6, D. C.

"Basic Industrial Location Factors" (1947), 25¢; "Locating Industrial Prospects for Your Community" (1952), 5¢; "Regional Trends in the U. S. Economy" (1951), \$1; "A Guide for Industrial Promotion" (1946), 10¢; "An Outline for Making Surveys" (1944), 10¢; "Community Industrial Development in the Defense Period" (1951), no charge; "The Need for Industrial Dispersion" (1951), no charge; "Is Your Plant a Target?" (1951), 25¢; "Industrial Disper-

sion Guidebook for Communities" (1952), 20¢. For sale by the Superintendent of Documents, Government Printing Office, Washington 25, D. C.; also available at the field offices of the Department of Commerce.

"Decentralization in American Industry, SPP No. 30," National Industrial Conference Board, Inc., 247 Park Avenue, New York 17, N. Y. Price to associates of the Board, \$1.50.

"Why Industry Moves South" (1949), \$3. National Planning Association, 800 21st Street, N.W., Washington 6, D. C. (Case studies of the locational factors influencing 88 new plants. Relevant to any region.)

"The Location of Economic Activity" (1948), \$3.75. McGraw-Hill Book Company, 330 West 42nd Street, New York 18, N. Y.

schools, pavements, sewers, water, health and other municipal services. To provide them, rates rise for those who pay taxes. Too often because of the increased demand on public revenues, housing and such service "lag behind the industrial development," says Harlean James, executive secretary of the American Planning and Civic Association.

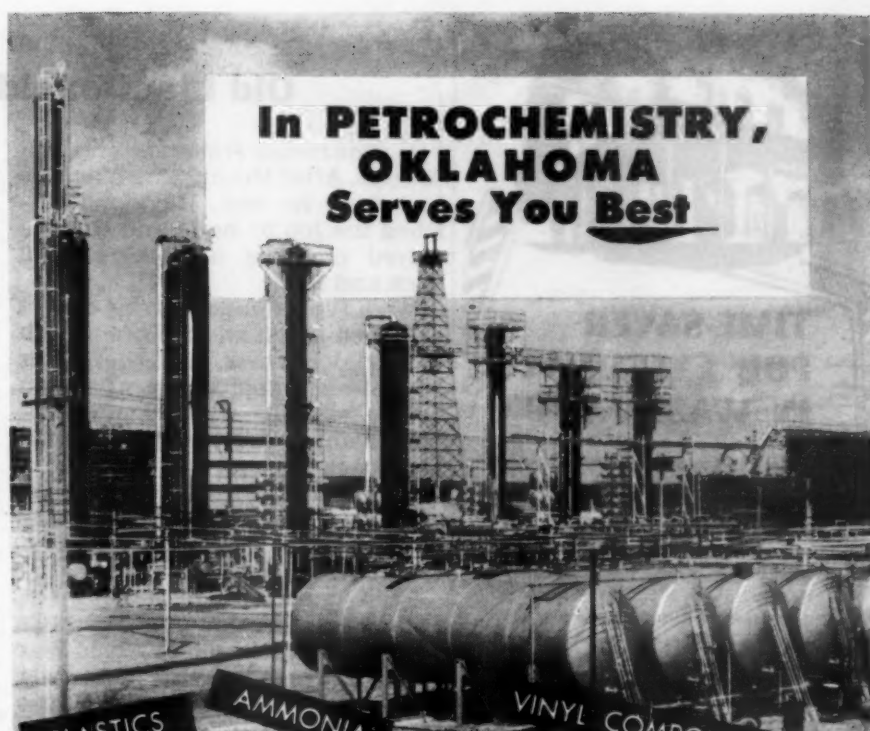
Industrial bonds for factory promotion are the second tax exemption. Federal, state and local bonds for public works are tax exempt but this is the first time that issues which are primarily for private commercial purposes have been exempted. Financial and brokerage houses fear that it may be the final straw that can influence taxing bodies to withdraw exemptions for all bonds.

"Investment bankers oppose tax exemption for 'industrial bonds' through fear of its effect on present exemptions of municipal bonds," one national organization declares.

In addition to opposition to using public credit for private business, many investment authorities feel that some cities are putting too severe a strain on their resources. One southern city is frequently mentioned. That city of 10,000 population and \$10,000,000 assessed valuation has authorized \$26,000,000 in industrial bonds to finance two companies from New Hampshire. While companies appreciate a cordial welcome, many reject local help, believing that without it they will be more free to run their own affairs. Others have lived to regret that they were too impressed by a free factory site and cheap labor to weigh the more substantial requirements of a factory location. In the final analysis, there are secondary considerations for an industry selecting a new location.

Nor should anybody get the impression that all communities in the United States are in a mad scramble for more factories. Many, anticipating the added demands on public facilities and the invasion of their well ordered routine, prefer a slower growth of their established industries.

The march of American industry is a colorful and changing procedure of a powerful nation. The growth of production and employment in the United States since 1945 has never been equaled. It spreads freely over the nation, each man or machine according to individual need or fancy. An investment of \$24,000,000,000 in new plants and equipment in 1952 is a hopeful estimate of the American Industrial Development Council.



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22 refineries and 80 natural gas processing plants are ready to serve your need for basic raw materials from petroleum. A progressive state government and citizenry are anxious to help you take advantage of this fastest-growing of all American industries.

Detailed statistics on Oklahoma's potential in petrochemical products to fill your needs are yours for the request. Investigate your petrochemical future in Oklahoma—TODAY.



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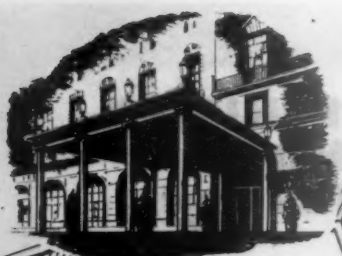
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These days, most business executives in Washington find that time is of the essence. That's why so many of them stay at the Carlton . . . only minutes from most Government offices. Just a few blocks from the White House, it is in the heart of the financial district and within easy walking distance of shops and theatres. Make your reservations today.

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For plant or home get
better heating performance
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SURFACE COMBUSTION CORP., Toledo, Ohio

Old MacDonald Takes It Easy

(Continued from page 45)

50 cows. After the milking machine had done its best, Raymond finished the job by hand and this involved carrying a milking stool back and forth.

With typical ingenuity he finally attached the stool to himself with a special harness, and thereafter the milking stool was strapped on before milking started and removed only after the last cow had gone back to pasture.

But did the attached milking stool ease his chores? The stop watch proved that it saved about 120 hours a year.

This whole idea of helping the farmer improve his work methods was a long time coming. World War II and its accompanying manpower shortage brought the problem into focus.

AT A time when the farmer was stretching his workday to the limit, the general education board of the Rockefeller Foundation made Purdue an \$87,000 grant for a farm labor-saving study. Dr. E. C. Young, dean of Purdue's graduate school, set up the Farm Work Simplification Laboratory, which soon became a national nerve center for such studies.

Then came Dr. Lowell S. Hardin, fresh out of Cornell with a Ph.D. in agricultural economics, and he pitched into the work simplifica-

tion studies. Dr. Hardin, who is now in charge of the lab, has since made movies, written numerous articles and even co-authored a book on how the farmer can do his work easier.

Dr. Young and Dr. Hardin sat down to do some reasoning. It was no secret that the present-day farmer was outdistancing his pappy at producing food. The tractor-borne farmer sends twice as much food to market as did his father following a team of horses. Within the past 30 years farmers had cut the time needed to grow an acre of corn or wheat by 47 per cent.

They were making hay with 27 per cent less labor than in 1910. Instead of the 277 hours of hand work formerly needed to produce a bale of cotton, the same bale was being turned out now in 143 hours.

These improvements had grown from mechanization and better crop varieties. Yet the labor needed for farm production was still a grave national problem. The one place where farmers had made no significant gains in producing more per hour was on jobs done mostly by hand.

Since 13,000,000,000 man-hours of labor a year went into hand work on the country's farms, here was a vast reservoir of labor waiting to be tapped. The farmer's hope lay in more machinery and the



little explored field of better work methods.

Purdue's farm work simplification engineers had an idea that labor-saving methods used to such advantage in industry would also fit the country's farms. They went across the campus to industrial engineering and held conferences with industrial experts such as Dr. Lillian Gilbreth, who was working part time at Purdue, and Dr. Marvin Mundel.

The industrial engineers and the agriculturalists worked together for the next two years as groups of agricultural workers came in from other states to learn how to apply industry's ideas to the farm job. Twelve states were selected because of their different types of farming and specialists went to Purdue for three weeks of training.

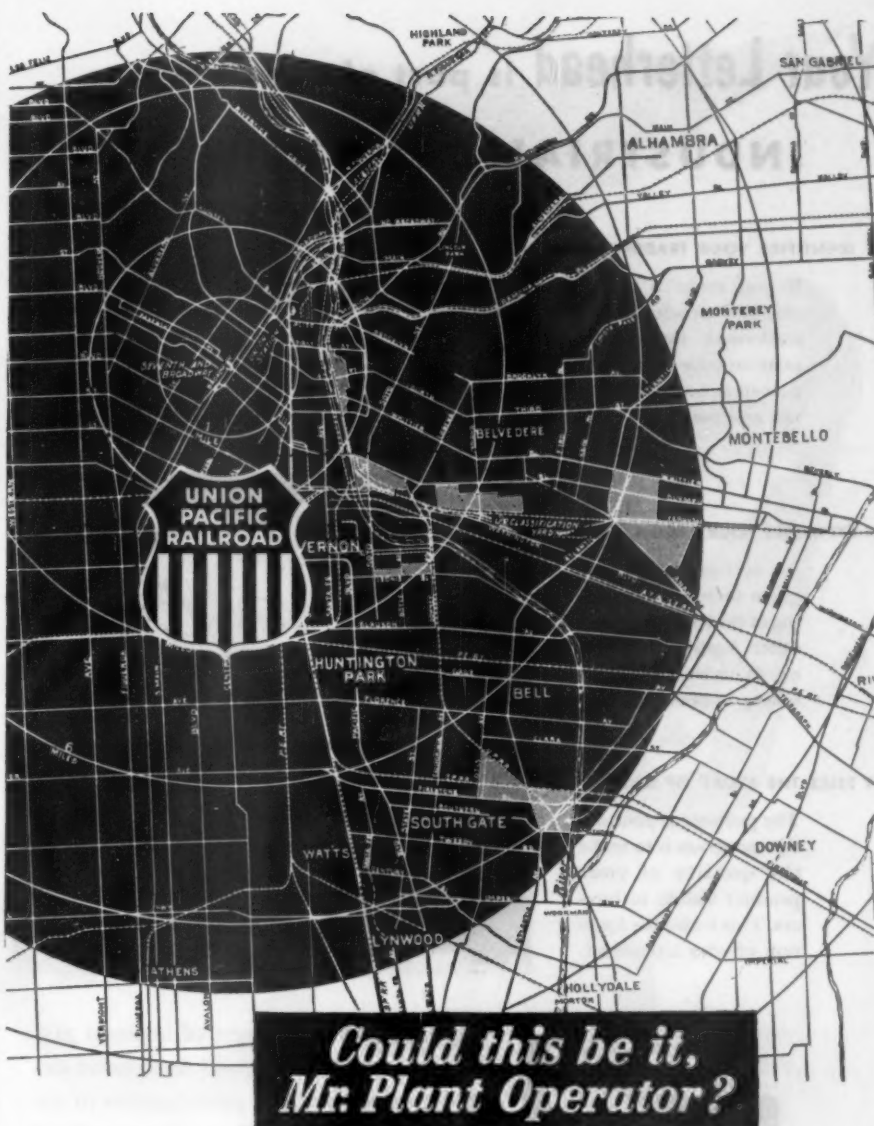
Then they went back and set up studies of their home grounds. Research people from Florida studied easier ways to pick beans and grow celery. New Jersey looked into chicken raising chores and better ways of harvesting potatoes. In Nebraska hay making came under the stop watch. In all these operations labor was the big cost factor.

The idea spread to other states and by 1947 there were 22 states studying 97 projects.

BURLEY tobacco and the endless hours of hand work that go into its production were studied in Kentucky. New labor-saving methods shortened the time required for growing tobacco as much as 50 per cent. Overworked farmers accepted these ideas rapidly and by 1946 the University of Kentucky estimated that motion and time studies were saving the state an annual 745,200 man-days of labor.

Kentucky's tobacco studies were typical of methods being used in other field studies across the country. For instance, one tedious tobacco job is pulling the young plants from seedbeds to transplant them in the fields. The average man sitting on a board reaching across the tobacco bed pulls about 1,000 plants an hour. Several workers were studied at this job and every movement of their hands recorded and timed. Then movies were made and back at the university they were studied a frame at a time, which gave the researchers 16 pictures a second of how a tobacco puller worked.

After this period of what is called "appraising the existing method" they started picking the best habits from each puller's methods and synthesizing them into what the ideal tobacco puller would do. To



Could this be it, Mr. Plant Operator?

Many manufacturers and industrialists have found this city ideal for their operation. Perhaps you would, too. It offers:

- A population ample to take care of the demands for skilled and unskilled labor;
- An adequate supply of electric power, natural gas, fuel oil and water;
- A rich consumer market with easy access to the wholesale trade territory of eleven states, also excellent port facilities for foreign trade;
- Wide industrial diversity as evidenced by the manufacture and distribution of such products as aircraft, steel, furniture, agriculture, wearing apparel, meat packing, motion pictures, automobile assembly;
- Clean, attractive residential districts . . . an almost perfect climate with an annual mean temperature of 63 degrees . . . unlimited educational facilities . . . year 'round outdoor recreation;
- Rail transportation by several transcontinental lines including the progressive UNION PACIFIC.

Please note: Union Pacific has a number of very desirable tracts in this city, where choice industrial sites are still available. For detailed information address Industrial Development Dept., Room 233, Union Pacific Railroad, Omaha 2, Neb.

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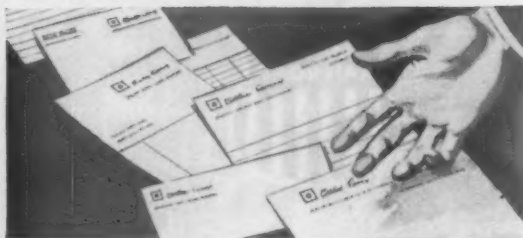
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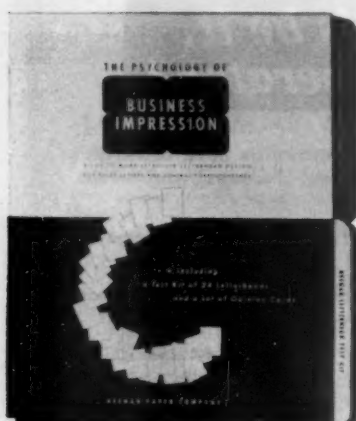
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test the new routines inexperienced workers were given a training period and pitted against the old-timers.

The newcomers soon outdistanced farmers who had been pulling tobacco all their lives.

These amazing labor-saving ideas weren't long getting out to the farms. Farmers now request bulletins and leaflets on such subjects as how to milk a cow, how to pick tomatoes and how to gather eggs.

The next time you harvest your garden tomatoes you might want to remember to 1, pick with both hands; 2, keep your hands close together; 3, fill both hands before emptying them; 4, keep your basket close to your hands, and 5, pick two rows at once.

Dr. Hardin lists four steps the farmer—or anyone else for that matter—can follow to speed up his work. These are observe, think, decide and act.

Now the efficiency-minded farm researchers are following the farmer's products right into the processing plants and the supermarkets. "If more efficient methods can be worked out for processing and selling food," they reason, "the farmer stands to get a share of the savings."

In one milk plant studied in Indiana, \$50 spent on minor changes brought about a \$3,000 annual savings in labor. The investment was paid for in six days.

What of the future for simplifying work in the field and barn?

"The surface has hardly been scratched," says Dr. Hardin. "So far, the chief industrial tool we've borrowed is motion and time study techniques. We think industry has several other valuable tools that will fit the farmer's work. Some of these we expect to use are break-even analysis, quality control, plant layout, materials handling, job evaluation and personnel testing."

So perhaps the farmer who carries a stop watch in his pocket, or gives the hired man an aptitude test, is definitely in the works. One thing is certain. The nationwide search for easier ways to do farm work is here to stay. Today's farmer is looking for ways to get out of work.

This is Old MacDonald with a new outlook. He's determined to feed us better and do it with less work.

And if that calls for stop watch farming you can bet your last pitchfork he'll sit right down and order a stop watch.

Our Speaker Tonight

(Continued from page 43)

how to get hold of these people. And he also knew how to advertise his large stable of lecturers.

One of the brilliant young women in his office in New York interviewed me for 15 minutes one day and then produced a masterly leaflet which described my talents so attractively that I was overwhelmed. If she had not mentioned my name I would not have known who it was she was talking about. Even though she had never heard me lecture, she was able to describe my pleasing platform personality, my sparkling wit, and my honest homespun humor so well that I was promptly filled with an overpowering desire to hire a hall and listen to myself lecture.

Apparently others were affected the same way. At once I began to have lecture dates. I still have lecture dates. People will sometimes pay hundreds of dollars to hear me talk for one hour. Of course, these large sums of money are not pure gravy. The agency has to hold out a sufficient percentage to support the expensive sales force which is necessary to persuade the customers to pay real money for lectures. There are expenses for advertising, railroad fare, hotels, and meals. By the time all these things are taken care of there is not as much left as you might expect.

Maybe a few people get rich in the lecture business. I do not. What I get out of it is a lot of delightful free trips all over the country. I have been from Portland, Me., to Portland, Ore. I have given lectures from Miami, Fla., to El Paso, Texas. And some day I am going to hit southern California.

Not only are these trips free; I usually come back with a little more money than I started with. One notable exception was a lecture I gave at Endicott, N. Y., before a group of salesmen for the International Business Machines Corporation. They were salesmen all right. They sold me an electric typewriter that cost twice as much as they paid for the lecture. However, it is a good typewriter; I am glad I have it.

On the whole, the lecture business is so delightful that I want to keep on with it. I don't want people to get so tired hearing me that they will stop hiring me. So I have spent a lot of time trying to figure out ways of making my lectures better. After many years of experience, and after making a great many



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mistakes, I have discovered a number of basic rules that you ought to consider in case you are thinking of taking up this pleasant business.

The first rule is that the lecturer is more important than the lecture. If you want to give an interesting talk, always talk about yourself. At first I did not realize this. If I talked about myself, I was afraid the audience would think I was insufferably conceited. The truth, of course, is just the opposite. The really conceited man is the one who insults the audience by giving it a lot of dogmatic opinions unsupported by personal experience. The modest man limits himself to what he has found out through his own efforts.

Once, during World War II, I was asked to give a lecture on mechanized warfare. With incredible stupidity I started out with a long theoretical discussion of the basic philosophy of strategy and tactics, embellished with quotations from the more erudite works of Clausewitz, Jomini, Moltke, Schlieffen, and Machiavelli. Everybody went to sleep. Then I talked about my-

self—how I had just spent several days with a tank battalion on maneuvers. I told them how it looks, feels, sounds and smells to ride in a tank—plunging over rocks, and roaring through fields and woods and swamps. Everybody woke up. I have never forgotten that lesson.

Since then, I have tried to be as modest as possible and talk almost entirely about myself. And it seems to work. Since the war nobody wants to hear about my adventures with tanks. But there are plenty of other subjects. The lecture I use the most at the present time is one called "Ergophobia"—a scientific discussion of how to get by in case you are born lazy. It is based entirely on my own personal experiences in trying to avoid work.

A second important rule is that a lecture must be given extemporaneously. If you want to keep in personal touch with your audience and get yourself across in a live manner, you absolutely must never write out your lecture and read it. You can use notes, but don't read word-for-word from a manuscript.

This is so important that the lecture bureau puts it right into the legal contract. You must talk, not read.

Another rule is that you must be up to date. Styles in lectures are always changing. In the early days of Chautauqua, I am told that moral uplift was popular. The lecturer would set himself up as an authority on morals. He would actually denounce the audience as a group of miserable sinners and exhort them to repent. For some reason the audiences of long ago simply ate up this sort of thing.

Later came the cultural uplift era which reached its peak in the 1920's. The most popular lecturers of this era were highly educated foreigners who would insult American audiences by telling them they were totally devoid of culture and refinement. The audiences of the 1920's absorbed much of this punishment—and loved it.

In the 1930's the typical lecture audience absorbed a lot more punishment from economists and government planners who explained everything that was wrong with the United States of America and with the citizens thereof.

During World War II the most popular lectures were reports from the battle areas, built around the theme, "I was there—and I saw it happen."

Today war stuff is less popular. And people don't want uplift. But they will listen to firsthand authentic information about foreign affairs, about Russia, about Korea, or about anything else of present or future importance. And people still like entertainment.

It is really very simple. If you want to be a lecturer and take delightful free trips around the country, meeting interesting people, and coming home with more money than you had when you started, all you have to do is follow the simple program that I have outlined:

First, you do something interesting.

Second, you practice up by giving free lectures—for years if necessary—until you have learned how to talk about your interesting experiences in an interesting way. This, of course, is pretty hard on the free audience, but as they don't pay you, it serves them right.

Third, after you have acquired a certain facility, you get an agent, and before you know it, you find you are a lecturer.

Finally, be sure to talk about yourself. Don't read your stuff. Keep up to date. And you can go right on being a lecturer.

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How Come You're a Liberal/Conservative?

(Continued from page 40)

youngest children tend toward middle of the road compromise, and oldest children have a proportion of left-wing reformers somewhat above chance.

These findings are vague and inconclusive and some psychologists, like Dr. Arthur Jersild of Teacher's College, Columbia University, believe that variations in response to the same paternal authority are probably caused by inherent differences in each child.

So naturally not all sons of dictatorial fathers turn out to be reactionaries.

How about intelligence and education? How do these affect a person's political slant?

Almost every test made of liberals and conservatives indicates that, within the test group, the more intelligent and better educated the individual the more likely he is to be a liberal—in the sense of favoring progressive changes in the social and economic structure.

When we say "I believe" about a political issue it often means no more than "I want such and such to happen." Because our politics is motivated less by reason than by feeling, predictions about the outcome of any political struggle are bound to be influenced by wishes.

Our periodic election campaigns also are a way of relieving the tensions latent in any community—for in nations, as in individuals, love and hate are closely related. We love our country for all the things it gives us as individuals. At the same time we resent the restraints it places on us, blame it for the rebuffs we have to endure in making a living and asserting our individuality. At election time we're able to express our love and vent our hate at the same time.

As to the apparently inevitable division of the population into liberal and conservative forces we can apply the Frenchman's "Vive la difference" with as much force as it applies to the sexes. "There are two principles inherent in the very nature of things," wrote Alfred North Whitehead, the mathematician-philosopher, "the spirit of change and the spirit of conservation. There can be nothing real without both. Mere change without conservation is a passage from nothing to nothing. Mere conservation without change cannot conserve."



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Campaigns Can Change Elections

(Continued from page 27)

and "princes of privilege and plunder." Those were the general themes of Truman's speeches, but he picked his spots cleverly to tell special groups exactly what they wanted to hear.

There were two turning points in Truman's campaign. On Labor Day in Detroit, he told a crowd of 100,000: "The Republicans have voted themselves a cut in taxes and voted you a cut in freedom. The Eightieth Congress failed to crack down on prices. But it cracked down on labor all right," a reference to the Taft-Hartley Act which couldn't miss in the most heavily unionized town in America.

Perhaps the speech that tipped the scales in Truman's favor more than any other one was made at Dexter, Iowa, later in September before 100,000 farmers at the national plowing contest. "Are you going to let another Republican blight wipe out your prosperity?" Truman cried. He then went on to attack Congress for refusing to grant an appropriation to the Commodity Credit Corporation for more crop storage bins.

Since no government loans could be made on crops stored on farms, the surplus had to be dumped on a falling market—and the price of corn had just dropped from \$2.29 to 69 cents a bushel. Iowa, Ohio, Wisconsin, California, Illinois, Minnesota, Washington and Utah, states considered safe for the Republicans, wound up in the Democratic column and that one speech at Dexter could have done it.

IN SHARP contrast to Truman's two-fisted campaign, Dewey went after votes in a manner that columnist Joseph Alsop called "a trifle too ostentatiously noble." Dewey, who had been criticized for his "me, too" stumping in 1944, again dismayed the Republican Old Guard by conceding that "some ills—high prices, housing, racial discrimination—are due to circumstances beyond the control of our government."

He accused the Democrats of setting class against class, but did not document the charge. He backed away from the explosive issue of Communists in government by promising not to appoint them "in the first place." Gov. Earl Warren of California, Dewey's running mate, was no ball of fire, either. Dubbed "the good-temp-

ered candidate," Warren was mad at no one.

Pundits deplored Dewey's failure to present a definite program, but in the next breath they assured one and all he was being cagey in playing his cards so close to the vest. Having made no commitments or promises to party bigwigs or the people, he would go into the White House with a free hand and call his shots exactly as he saw them. In the meantime, reporters pounding the campaign beat noted that Truman was drawing increasingly larger, enthusiastic crowds.

THERE is no question that Dewey made more statesmanlike pronouncements than Truman in 1948. But a presidential election is essentially a political battle and Truman was the better politician. He also was willing to stand up and be counted on vital, controversial questions, a position Dewey studiously avoided. In the final analysis, fence-straddling beat him.

Dewey lost Ohio by 7,107 votes, California by 17,865 and Illinois by 33,612, a total of 58,584 votes. A swing of 29,293 votes in those three states would have given Dewey 78 more electoral votes and made the final tally read: Dewey, 267; Truman, 225. Although pondering the sour uses of what-might-have-been is a futile occupation, the feeling persists that Dewey would have won 29,293 votes several times over had he met the nation's problems head on.

Plain and forceful speaking out will carry a higher premium in this and future elections due to the introduction of a new element in campaigning—television. Four years ago, television was a negligible factor; there were only 1,250,000 sets, most of them concentrated around New York. Today, nearly 18,000,000 television aeri-als are bringing the candidates closer to the constituents than ever before. By the time Nov. 4 rolls around, both presidential nominees will have been in front of the cameras many times.

More demanding than personal appearances and radio, television ruthlessly exposes insincerity, confusion and hedging with close-ups of the speaker's face. Spewing a string of tired clichés defending motherhood, the home and the flag is as outmoded as nickel beer. To hold an audience, a candidate must discuss, boldly and honestly, con-

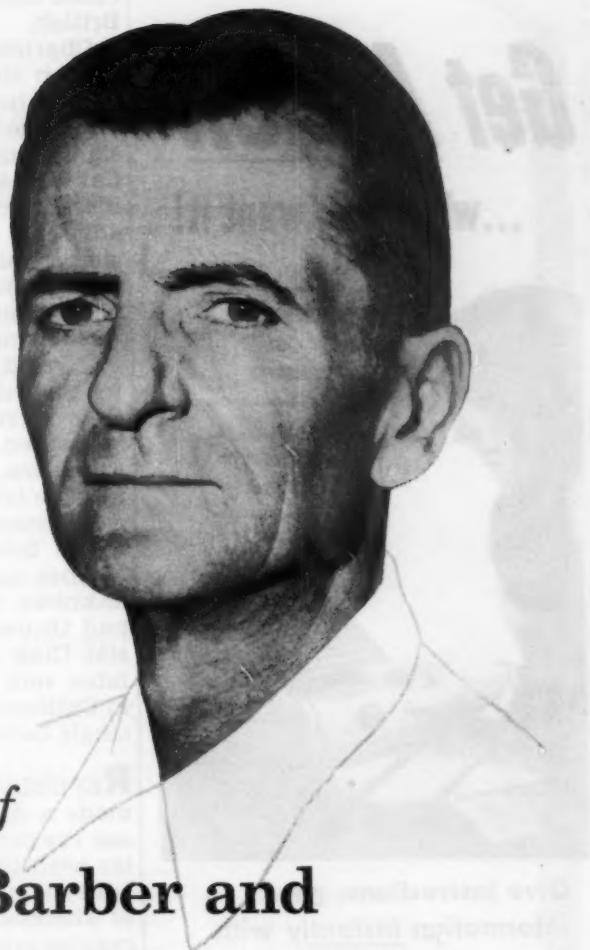
temporary problems that are getting more complex and controversial all the time.

The day has long since passed when a President can be elected merely by saying, as Calvin Coolidge did in 1924, "I am for economy. After that, I am for more economy." The expense of television, combined with more extensive newspaper coverage, also makes it suicidal for a candidate to indulge in the old political dodge of appealing to local pride and prejudice in one speech, then completely reversing himself in front of another crowd later. In effect, television has made every campaign speech a major declaration of policy.

Television is an enormously effective medium, but it is a tricky device loaded with booby traps. An ill-advised remark in an off-the-cuff statement, a sudden flare-up of temper during the give-and-take of a press conference, is broadcast instantly throughout the country and can ruin a candidate's chances. It happened when communications were much slower and sketchier than they are now.

Every schoolboy is familiar with the "rum, Romanism and rebellion" speech which cost James G. Blaine, the Republican, the presidency in 1884. The crack, made by the Rev. Samuel Dickinson Burchard in Blaine's presence at a dinner six days before the election, was a blast at the Catholic Church which Blaine did not repudiate quickly enough. Blaine's mother and sisters were devout Catholics; he had just visited one sister, who was the Mother Superior of a convent in Indiana. But Blaine let the slur pass and the Irish Catholics of New York City rolled up such a heavy vote for Grover Cleveland that the Republicans lost the state by 1,149 ballots.

FOUR years later the situation was exactly reversed by a trumped up letter George Osgoodby, a Republican in California, wrote to Lionel Sackville-West, the British ambassador to the United States. Representing himself as one Murchison, a naturalized Englishman, Osgoodby asked Sackville-West whether the Democrats' policy of free trade was more advantageous to Britain than the Republicans' high tariff. Sackville-West foolishly fell into the trap and wrote that the election of Cleveland was to be desired over Benjamin Harrison. The letter resulted in the recall of Sackville-West and the downfall of the Democrats in New York at the hands of ardent Irishmen who ac-



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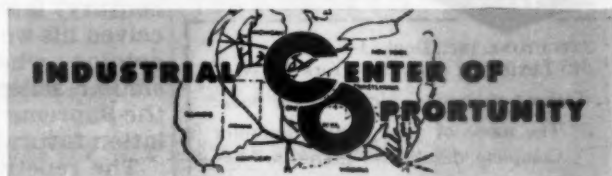
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cused Cleveland of truckling to the British.

Charles Evans Hughes went to bed on election night in 1916 believing he was the next President and woke up to learn that three insignificant incidents had lost him California by 1,904 votes and with it the election. Incompetent local advisers did in Hughes. They steered him into the camp of the Crocker-Keesling political machine which was fighting progressive elements of the Republican Party, led by Gov. Hiram Johnson, for control of California.

As a result, the reactionaries sponsored a Hughes rally in San Francisco, then betrayed Hughes into his famous snub of Johnson at a reception in Long Beach. The worst boner of all was having Hughes cross a picket line which, unknown to him, striking waiters had thrown around the Commercial Club in San Francisco. The labor vote Woodrow Wilson pulled in California was the most decisive single factor in the election.

REPUBLICANS of 40 years ago made a specialty of handing Wilson the presidency on a silver platter with their factional fights. In 1912 the historic Bull Moose revolt of Theodore Roosevelt against the regular organization headed by his old friend, William H. Taft, gave Wilson the election although he polled 1,311,444 fewer votes than the combined Republican tally. (From 1876 through 1892, party splits were the red carpets to the White House for men who failed to gain a majority of the popular vote.) Two fascinating parallels in the 1912 campaign ruined the chances of Roosevelt or Taft for united Republican support.

Roosevelt alienated conservative judicial and business leaders with a speech at Columbus, Ohio, in which he endorsed what was known as the La Follette creed, urging recalls of court decisions on constitutional questions in any state. In other words, if enough people believed a decision was a miscarriage of justice, they should have the right to bring it to a popular vote after a cooling-off period of a year. A quarter-century later, T.R.'s cousin received his worst rebuff from public opinion when, motivated by a similar scheme, he tried to pack the Supreme Court to obtain legislation favorable to the New Deal.

The repetition of history in the case of the Taft family is even more striking. In 1912, the battle for 79 disputed southern delegates raised loud charges of "steal" and

"steam roller" at the Chicago convention when the National Republican Committee ruled in favor of Taft adherents right down the line. Taft won that fight but lost the election when Roosevelt bolted the party and made it a campaign issue. The twenty-seventh President's oldest son also learned in Chicago two months ago that there is a reverse gear on steam rollers.

THE first truly modern and the last classic campaigns were waged simultaneously in 1896. Up to that time, most presidential candidates followed the dictum laid down by South Carolina's William Lowndes, who declared in 1821: "The Presidency is not an office to be either solicited or declined."

It was considered undignified for a candidate to seek support openly, but a firebrand from Nebraska threw off the cold, clammy hand of tradition and set the pattern for campaigns as we know them today. William Jennings Bryan, a 36-year-old political unknown who had no chance for election to a third term in Congress, was a \$30-a-week editor of an Omaha newspaper when he electrified the Democratic convention in 1896 with his famous "cross of gold" speech.

It is a matter of record that the inflammatory passages which stampeded the convention had been used before by Bryan without attracting attention. His opening sentence had been heard in Congress, Jan. 13, 1894, during a tariff debate. "The Boy Orator of the Platte" had thundered the "crown of thorns" and "cross of gold" phrases in the House, Dec. 22, 1894, to an apathetic audience. But in the combustible atmosphere of the convention, Bryan ignited the spark that gave him the nomination and he went on to fan the flames on an 18,000-mile tour.

Throughout that undue excitement, William McKinley, the Republican candidate, was conducting a time-honored, front-porch campaign from his home at Canton, Ohio. Mark Hanna, the first genuine national political boss, worried by the progress Bryan was making with his impassioned attacks on Wall Street and Eastern financial interests, looked for an emotional issue to build a fire under McKinley's candidacy. He found it in Spain's persecution of Cuban revolutionaries. McKinley was reluctant to intervene in Cuba, but Hanna persuaded him to plump for Cuban independence, a campaign catch-all which eventually committed us to war when the

battleship Maine was blown up in Havana harbor three years later.

American political history is studded with examples of elections turning on events which seemed inconsequential at the time, and television is certain to add to the list. The new medium, its sensitive eyes and ears picking up and amplifying every gesture and word, exerts cruel pressures on candidates, but it also promotes independent thinking by an enlightened electorate, a trend every objective citizen must applaud regardless of party affiliation.

The voice of the voter demanding such men is a swelling chorus rising above the steady hum of party machines. Unmistakable overtones of it were heard in the primaries last spring when Gen. Dwight D. Eisenhower and Sen. Estes Kefauver successfully bucked party "regulars." A striking illustration of the trend toward split tickets, or choosing the men rather than the machines, was seen in the 1950 Ohio elections.

Sen. Robert A. Taft was re-elected by a majority of 431,184 votes and Frank J. Lausche, a Democrat, was returned to the governor's mansion by 151,679 votes. As one Republican wheel horse sadly observed in November, 1948, "Machines are effective only when the voters don't give a damn who wins."

THE current is getting more sluggish all the time in the traditional channels that once influenced public opinion. Eighty-five per cent of the newspapers were opposed to Roosevelt in his last three campaigns, but the readers formed their own conclusions.

Col. Robert R. McCormick's Chicago *Tribune* was increasingly choleric in attacks on Roosevelt between 1940 and '44, yet F.D.R.'s vote in Cook County, the heart of McCormick's "Chicagoland," went from 55.5 per cent to 58 per cent during that period. Even labor does not knuckle under the iron fist of an autocratic boss.

How, then, is public opinion influenced? By the campaigns the candidates make, by telling the people what they are *for*, not only what they are *against*. That was the great lesson of the 1948 election and the man who practices it during these next two months will move into 1600 Pennsylvania Avenue, Washington, D. C., on Jan. 20, 1953. At no extra charge, we offer the next President of the United States his winning slogan:

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It's a Wise Father

(Continued from page 36)

have? I mean, as far as his son is concerned?"

Sally laughed. "Time, Ed."

"Sure he's got time! All the time in the world! He's so damn lazy that time doesn't mean a—"

"All the same it gives him a chance to talk with Tommy. Some days I see them together out there for hours. Whereas you—"

"Okay. Let's not go through that routine again!" I knew it all by heart: I worked too hard. I didn't give my family enough time. Even evenings. Because I was active in clubs and lodges and charity drives. Well, why not? If a man doesn't get himself known in a community, how is he going to sell insurance?

Nevertheless Sally's words rankled. They bothered me all morning. If Jerry was a weak sister because I hadn't set him a different example—well, I tried to remember when I'd last taken the time to set him an example of any kind, good or bad, and I couldn't name a single instance.

So what are you beefing about? I asked myself. If the boy is a weakling, it's your fault. He's what you made him. . . .

In the afternoon the three of us put on bathing suits and went to the pool. We found a spot under trees, away from the crowd. Sally took knitting out of her bag, I lit a pipe, and Jerry opened a book. He was always opening a book. I didn't object to his reading, but when it was done to the exclusion of all normal activities—

A lot of kids were scampering up the ladder and diving from the 12-foot board. I watched them a while, and they were having a wonderful time. If only Jerry were one of them, I thought. If he weren't this introverted kid, lying on his stomach and reading as if he were alone in the world. . . .

"Hey, skipper," I said, "how about joining the gang?"

He glanced at them. "They're high diving."

"What of it?"

"Aw, Dad, you know I don't high dive."

"Scared?"

"I'd rather read."

"Jerry, the best way is to do the things you're scared of doing! Force yourself!"

"I'm not scared," he said. "Gee, you never dive, either. That doesn't mean you're scared."

Sally laughed. "Better drop it, Ed," she said. "You've talked yourself into a spot."

All right, so I didn't dive any more. So I hadn't done a high dive in maybe 15 years. On account of my ear drums. I hadn't done it since the doctor had said diving could easily bring back the head-splitting pains in my ears.

But I looked at Jerry and I thought—time for that good example. I put down my pipe. I had a queer feeling in the throat, but I swallowed it. I'd gladly go back to the earaches if it would help turn Jerry into a regular boy.

"Okay, kid," I said almost grimly, and I got up. "Since we're both not scared, let's both go do it."

Sally gasped, "Ed! No!" But I gave it no attention.

My stomach was knotted when I walked toward the pool. Sally's wide eyes watched me in a kind of



"Oh, we'd love to come—just wait until I see if Navy can spare Fred this quarter"

trance. So did Jerry's, but he followed. I gripped the ladder with stiff hands. I looked up at the 12-foot board—it seemed as high as the Empire State Building—and lifted a foot to the first rung.

Jerry caught my arm. "Don't, Dad!" he said. "Gee, if it's just because you want me to do it—"

His skinny body went up the ladder with the speed of a monkey. At the top he paused to fill his lungs and glance down at me. I could see every one of his ribs. Then he walked out to the end of the board.

His arms and legs were wide apart when he flew out. He hit the water chest first with a tremendous, awkward splash. Yet to me it was the most beautiful high dive I'd ever seen. I stared. I wanted to gather the kid into my arms. . . .

When he climbed out of the pool he went back to Sally as casually as if he'd finished a chore. Her eyes were bright. He picked up a towel and dried his face.

My knees were shaky when I went to our spot under the tree. As I sat down, Jerry said, "Okay, Dad?"

I said, "Okay, son. Nice going." My voice was thick. It was all I could get out. I looked at Sally and I knew she understood how I felt. I guess I'd have felt that way if I'd seen him carry a ball 80 yards for a touchdown. I relit my pipe with unsteady hands.

Jerry said, "I don't have to do it again now, do I?"

"No-o," I said, "guess not."

He nodded, tossed the towel aside. Then he was back on his stomach, opening the book again.

I looked down at him while I smoked and I said a lot of things to myself. I said, listen, dope, he's not scared of sports. He's not scared of anything. It's just that he's more interested in other things, that's all. And what's wrong with that? Why should he live just to satisfy your rah-rah pride? Why can't he be himself? Why not see things his way for a change?

And I saw something else, too, deep inside myself—that I'd wanted him to be like Tommy Rogers not for his sake but for my own; so that I could brag, perhaps. . . .

I stretched out beside him and looked at the book he was reading. Something about the Atomic Age. My heart banged. Ed, I said to myself, from now on there's going to be a change. I saw exactly how to bring harmony and satisfaction into the family.

"Skipper," I said, "that book sounds like interesting stuff. How—how about us reading it together?"



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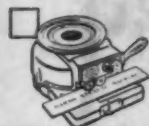
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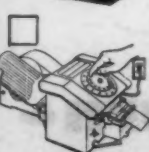
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WRITE: R. P. Jobb, Ass't. Vice President
Atlantic Coast Line Railroad Co., Wilmington, N.C.

Schools that Save Families

(Continued from page 28)

checkouts. Junior then "came to work" with mama and papa.

"But today's centers should also protect children, and not just be a device to recruit mothers," warns Mrs. Dorothy Beers, Child Welfare League of America expert. "They should be near homes instead of next to factories which are bombing targets. And no small child should have to make the long trip between home and factory twice a day."

MOST California businessmen agree with this philosophy. Recently the San Diego Labor-Management Committee urged that the centers be expanded. It pointed out that many additional local defense workers are needed and that three out of ten will probably be women—many with "child care problems."

Nearly every working mother who uses a center sighs, "I don't know what I'd do without it." Actually, she would either have to leave her children with relatives or neighbors; let them roam the streets unsupervised, or chuck her job altogether and go on relief.

The centers also help to keep families together when financial headaches threaten to tear them apart, a study of 487 families in 13 northern California communities showed.

"My husband and I had trouble ever since he got out of the Army," one woman reports. "We even filed for divorce. But we've both been happier since I started to work. With this extra money, my husband has been less worried. Coming to parents' meetings at the center also has helped us both understand and appreciate our children more."

A three-year study of 500 nursery children in several centers revealed that family tensions also were reduced sharply thanks to the centers.

"I was left with three children to support," recalls a southern California woman whose husband was killed in an auto accident. "I come from a long line of proud pioneers who made their own way. I was determined to support my own

children even if I had to scrub floors. The child care center helped me to readjust my life and develop my earning power. Today I have my own business with five employees. Unfortunately, my children are no longer eligible to attend the center because of my greater income."

Saluting such pluck, a school superintendent observes, "Every family that is kept whole, independent and self-reliant is kept American. Without child care, many parents might become the prey of crackpots or subversive agents. The time to repair a leak is when it starts, not after the dam has burst."

Rev. David J. Donnan, minister of the First Presbyterian Church in Santa Monica the past 20 years, recently told me, "I have watched the California child care program from



the beginning. It has made a great contribution toward strengthening family life. It has helped keep many families together who otherwise would be forced to separate when the mother was compelled to work. Above all, the children have had an opportunity to develop in a normal, wholesome way."

RELIEF—which often undermines self-respect and saps ability to work—would be the alternative in most cases. One of the last letters written by the late Ray Lyman Wilbur, ex-Stanford president and Secretary of the Interior under President Hoover, was to urge continuation of the centers. Once asked by Lawrence Arnstein, San Francisco welfare leader, why he championed them so strongly, Wilbur explained, "They're used by

one of the few groups who don't belong to the 'gimme' class but are anxious to work to keep their self-respect."

Testimony last year revealed that if the centers were closed it would cost the state \$7,750,000 more in relief. By contrast, advocates quickly point out, working parents contributed \$28,000,000 in taxes to the state income last year—five times the cost of the entire child care program.

"If we don't appropriate money for child care," Governor Warren warned the legislature, "children will show up some other place in the budget as state charges."

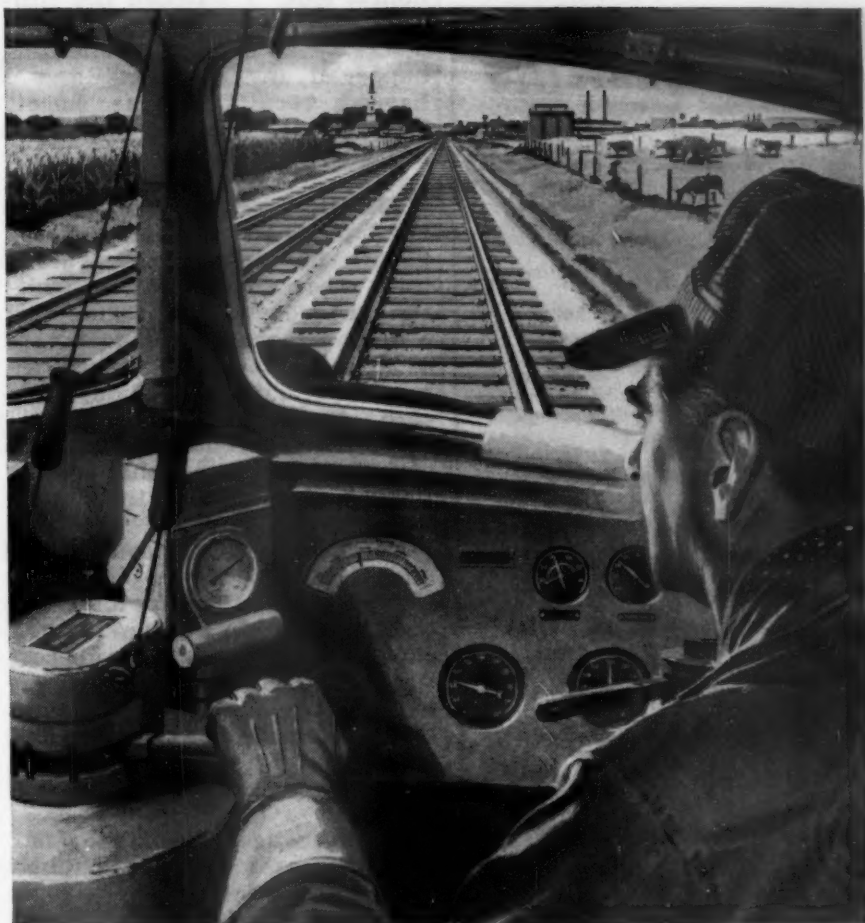
FRED LUKE, a Los Angeles father whose three children grew up in the centers, declares, "The state is more than recovering its investment. These children are learning the road to good citizenship instead of to the state penitentiary." The extended day care program, especially, is saving countless youngsters from becoming street-roaming "latchkey kids," studies show.

Most of the centers are in cities. But recently the state's first rural child care center opened in Fresno County. Other rural centers—designed to care for children while their mothers pick fruit, vegetables and cotton—will soon be started. Ranchers provide the buildings and some equipment; the state, the rest.

Bountiful California has lovingly nursed its child care baby. In May, 1945, it had 392 centers and 25,566 children enrolled—more than any other state. When Uncle Sam announced after VJ-Day that he was pulling out, most states shrugged it off and tried to go back to peacetime living. But not still war-groggy California. In a grass roots campaign, aroused parents bombarded their Sacramento lawmakers who since then have voted the department of education funds to continue the centers.

The child care bill usually romps through the California Assembly. Many of these lower house legislators get child care religion after visiting the centers. Take Assemblyman Ernest Geddes, a Pomona businessman. Six years ago Geddes was informed by Baldwin Park mothers that Uncle Sam was about to close the local center.

"I told them that as an economy-minded Republican I couldn't do anything about it," Geddes recently recalled. "They had a New Deal congressman and he could get what was coming to them. But the next morning I snuck over to the center anonymously to take an



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honest look. I watched the children play, heard them say Grace before their meals. Something happened inside of me and I haven't been the same since!" Today Geddes is child care's best legislative friend.

PERENNIAL child care foes are rural members of the California Senate. Because few centers are in their areas, they delight in whit-tling them down. They argue: "Let a neighborhood woman take care of those brats." "My mother had ten kids and didn't need any child care." One rural senator once told an outraged parents group, "I'll go along with a program that goes no further than wiping their dirty little noses."

Another senatorial naysayer was once described as "an old codger who will do anything for a fish but a kid is different." Cunningly, child carers dug up the fact that it cost the state \$50 before a fish was ready to be caught, and badgered the piscatorial-loving rural senator thusly, "Are you in favor of \$50 for a fish but not one cent for a child?"

Finally, in desperation, the senator, who wears a hearing aid, tuned out his tormenters.

Nearly all California newspapers now favor the centers. A hard-boiled newsman once cool to them, Los Angeles *Times* columnist Chester G. Hanson, after visiting a Burbank center, gushed, "I feel like a mass of sentimental jelly. It's too bad a lot of kids in homes can't get this kind of care."

Several years ago Hanson bet former Democratic Rep. Helen Gahagan Douglas \$100 that she wouldn't be elected to the U. S. Senate. When Hanson received her check, knowing she would see the endorsement, he waggishly turned it over to the Young Republicans. He stipulated, though, that half must be contributed to the state's most colorful lobby—the California Parents Association for Child Care.

Without this wacky, amateur, parent pressure group, there wouldn't be any child care centers in California today. These parents wear down their legislators with their sincerity and persistence. Many write them voluminous letters on subjects ranging from their babies' feeding habits to why the Roman Empire fell.

Others do everything from addressing envelopes for friendly solons to finishing the ironing of fellow-parents while they lobby in Sacramento.

One Southern California mother,

with limited knowledge of how her state government functioned, once journeyed up to Sacramento to pitch for the centers. Cautioned beforehand that she had to register as an advocate if she wanted to lobby, she asked a flabbergasted receptionist, "Where do I go to register as an agitator?"

The Parents Association's legislative chairman, slim Mrs. Betty Bachman, a Burbank high school teacher whose own child is in a center, sighs, "I always lose at least ten pounds when the bill comes up."

A less literate child care lobbyist once phoned several doubtful legislators and demanded, "What's a matteh with youse guys? Doncha remember when youse wuz kids?" Usually at the eleventh hour and fifty-eighth minute when the legislature is adjourning, it mercifully renews the child care centers for another year.

Massachusetts is the only other state with a child care program—and it has only four centers. Only four major cities—New York, Philadelphia, Detroit and Hartford—now have publicly supported day care programs, the U. S. Children's Bureau reveals. Most defense areas are lacking in day care facilities even though more and more mothers are entering defense plants. A recent sampling in key cities by the Child Welfare League of America showed a jump in applications ranging from ten to 166 per cent.

CALIFORNIANS are the first to admit that their own child care program isn't perfect. "Its chief weakness," Governor Warren said, "is that it isn't permanent yet. No program can work efficiently with a death sentence hanging over it. World War II and the present mobilization merely reminded us of the need for these centers. They're relatively new in the United States and haven't had a chance to show their full potential."

Will they remain only an emergency measure? Or is this California experiment, as devotees insist, the most important educational development since kindergartens were widely introduced several generations ago?

Whatever the case, a die-hard rural senator growled at San Francisco child care director Theresa Mahler not long ago, "You got your bill through again this time but please go home and tell your parents not to have any more children."

"But, senator," she laughed, "children are here to stay."

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Women on Their Minds

(Continued from page 31)

they would pay the interest as usual. Any bank that can make me feel it cares that much about my personal concern can have my account as long as I have a dollar! No wonder those people can advertise "A new depositor every four minutes."

Consider women's hobbies—they ride them hard! One real estate company with commodious quarters wins tremendous good will by lending space for a flower show; the show in turn brings many housewives who never before had reason to visit this office. They come in under pleasant circumstances which will pay off in future years.

A jeweler hangs paintings from a woman's art club and ties them up in his windows with the "masterpieces" of jeweler's art he has for sale.

ANOTHER thing that women are seeking today is quality. The first shock over the high price tags of the 1950's is passing. But when women pay top prices they want good quality.

Yesterday's housekeeper took it for granted that there were many months of the year when vegetables and fruits would be inferior, if she could buy them at all. Today frozen foods have taught her to expect top grade all the time.

In the clothing field women have shown that they will pay for style, in household items for good design, in textiles for special finishes that are wrinkle-resistant or moisture proof. Soon they are going to expect all wools to be mothproofed, all plastics to take high heat, more things to be machine-washable. It's the American way to want the best this year and better than that next. You must stock what's new or women will think your whole store is out of date.

If women were not looking for convenience and service there would be no sales rung up at "regular" prices. Everyone would be seeking discounts, cut-rates and wholesale prices. There is some of this, of course, but the doors of legitimate stores are not closing. Branch and suburban stores are on the increase and are tending to sell higher priced goods than the city stores out of which they have branched.

A side line of this quality story is that many women are showing

their preference for buying fewer but better things. This is why the "place setting" now represents such a high proportion of sterling silver sales; there's the "starter set" in china, the "linens for two" for the bride. Having launched the customer on these better lines, your store can look for future business as the woman fills in her set.

The average woman has a pretty routine existence. Yet, by nature, she craves variety. The applications of this are endless, and important. In the supermarket she may have passed by cheeses day after day without seeing them. If they are brought out forward in a jumble display with a talking sign suggesting that she serve crackers-and-cheese, experience shows she sees and will buy.

Temporary change works on any level. I recently went into a big department store. Halfway back on each aisle on the first floor were table settings for outdoor dining. Women were crowding around them with interest and were going to upstairs departments to make purchases of displayed items.

These women didn't resent the crowded aisles, because it was a change, something fresh to look at. Such an exhibit can only be left up for a short period or it loses its news impact and will be passed over unseen—or resented.

The S. H. Kress store recently doubled sales on glassware in its Fifth Avenue, New York, store solely through a complete change in window display. Instead of the traditional mass arrangement, placed on mirrors to make it more dazzling, they showed a small amount of their inexpensive glassware against black cloth with added suggestions to show how the glass would look in table settings in the home. It appealed to women and they bought.

A HIGH-PRICED dress shop which usually puts only one or two articles in a window has created a similar sales impact the other way around by showing dozens and dozens of dresses, hanging solid on pipe racks. This had a refreshing new look for that store and at the same time said, "We have a huge stock from which you can choose."

Keep your store looking alive and make your stock stand out by rearranging fixtures just as you rearrange windows. The old joke about the way a woman is always

moving the furniture in her home shows how she likes to keep things looking different. Men tend to resist change; women welcome it. Try something fresh and interesting in your store arrangement every now and then.

Women in life go from event to event. They plan "something" for the week end; they have guests because it's Labor Day; they make a fuss over a birthday or anniversary. Why do you suppose women buy or make hot cross buns every lenten season? Certainly their motives are not entirely religious or because they are the best buns to eat. It's because they only appear at this time of the year and they're a change.

CAPITALIZE on this way that women think—plan "specials," "events" and "weeks," or "parties." Make the best possible use of a holiday promotion and when that is over move on to the next—whether it be Mother's Day, Thanksgiving, or just some store celebration.

Women also like the advice of experts, the support of being told what's right, correct and proper. Merchants who have found ways to give them such information (tied up, naturally, with things for sale) have found that it pays.

An example of this is cosmetics sold through helpful make-up demonstrations in the home. Another successful idea has been the free "finance forums" that banks are putting on with talks by and for women on subjects such as wills, insurance, investments. An official with a national banking association says that this is one of the most successful business-getters that banks have found.

Ask yourself if there is some phase of your business about which women could learn, and put such information to use for their own pleasure or benefit. (You can't expect them to attend lectures just to hear how fine you are or how good your product is.) A florist could offer a course in flower arranging; an appliance distributor could teach cooking or nutrition; a furniture store might present a series of talks on furniture styles and interior decoration.

Always be sure your clerks are ready and properly informed to give helpful information to customers—on color, style, use, what-goes-with-what, care of the item and all such pertinent facts. The sources of sales training are many. One furniture dealer found that designers, local decorators, manufacturers' representatives and

magazines and women's page editors were all glad to talk to his sales force when he explained that he wanted to give his customers the best possible advice.

The way women have seized on all short cuts of homemaking and quick-and-easy items in the food field prove they love timesavers.

Almost anything that's sold as a way to make life easier they will buy. At the same time they "fall for" anything that makes it *easier to buy*. A West Coast milk company stepped up sales by putting two quarts of milk in a single carrier with a handle. Women bought more milk and the company opened up more store accounts.

Make it easy for the woman shopping by car to buy by providing her with a place to park and a way to handle her purchases.

Make it easy to buy by mail or telephone by seeing that no barrier rises to squash that first impulse. Every retail advertisement should carry a line telling the store's address, hours and telephone number.

A coupon helps, too, if space allows. The growth of mail ordering of expensive high-style merchandise has been fabulous in recent years. The old idea that the farmer's wife, who couldn't get to city stores, was the only good mail order prospect is dead. Luxury items sell well by mail.

THIS is an age in which the housewife finds that the smaller a job that needs to be done, the harder it is to find someone to do it. She can locate a man to put in a television set, but no one wants to come to do a minor radio repair; she can hire a carpenter to build a house, but just try to get anyone to replace one pane of glass or point up the cement on the back porch. Perhaps yours is a business where you can win women's good will by cheerfully providing small repairs related to what you have to sell.

Home service on appliances should be speedy, efficient and courteous and should be based on the idea that "the customer is always right." I recently heard a man from one of the leading appliance makers say, "Back of more than half of new sales is a pleased customer." What better way for a dealer to build a backlog of "pleased" customers than through helpful home service?

Lastly, treat your women customers as individuals. If you want to sell a woman anything from a \$10,000 annuity to a \$2 bottle of perfume, you've got to sell it for what it will do for her.



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I'll take the woods

A Maine guide for
40 years, the author
wouldn't change his job
for any other one

I'VE BEEN a Maine guide for more than 40 years and have been hired by about every type of person going. I've guided prize fighters, bankers and ministers. Once I took a bootlegger on a ten-day camping trip and as soon as we got back I was hired by a schoolmarm. It was quite a change.

I got my best training for guiding when I was a "girl" for a year. This needs explaining. There were eight boys and three girls in our family, never enough girls to help mother with the housework on the farm. So whenever a boy reached his eleventh birthday he served as a girl for a year. He stayed around the house and swept, scrubbed floors, made the beds and most important, learned how to cook. Before I was 12 I was cooking meals for the whole family. It helped me later because cooking is a guide's No. 1 asset. You can be a good woodsman and get the best hunting and fishing but if you can't

cook the sport will have a rotten time.

Next in importance is knowing how to handle a sport. He hires you so he's the boss but sometimes you have to go against him and it's not easy. It's like a man chartering a ship with the captain aboard. He can give the orders but the skipper has the final say. A guide is the captain in the woods.

The most trouble I ever had that way was with a man I'll call Wilson, a lawyer from Pittsburgh. When I met him at the Bangor depot I called him "Mister" of course, as I do every sport until I'm asked to use the first name.

He was a real crab and treated me like a servant which always galls a guide. He complained about the fishing and the cooking without reason. He insisted on fishing so late every day that there wasn't enough daylight left to pick a good campsite and we'd have to take what we could get. It went that way for nearly a week.

The blowoff came one afternoon after sundown when he said he wanted to make camp on another lake three miles away. It meant running rapids in the dark and I told him it was too risky.

"I'm giving the orders," he said. "We'll start now." I didn't say anything. I beached the canoe and made camp right there. He was really mad then and fired me right on the spot. I kept my temper until the next day when we got down

By PERRY GREENE

to Bangor. Then I let him have both barrels. I used a few words I hadn't spoken since I was a lumberjack.

I thought that was the end of him but next spring he wrote me asking if I'd guide him again. He said he was sorry about the way he'd acted and signed the letter 'Bob.' I set out not to answer it but finally I did.

It's hard to believe but he was a different person on our second trip, just the reverse of what he'd been. He'd been overworked and had family troubles the year before, I gathered. Anyway, we wound up friends and I still guide him every year.

There's a lot more to guiding than being just a good outdoorsman. At times I've acted as a teacher, a father confessor, a male nurse and a general entertainer. The hardest time on a guide is when there's a long rainy period and you have to stay in the tent. When the weather's good and the fish biting, everybody's in a good humor. But in foul weather a man's true character comes out. It's a sure test of his disposition. That's when I turn into an entertainer. I can spin a lot of yarns about the north woods and I can quote Drummond, the Canadian poet, by the hour. It helps to keep things humming. Another thing I've learned is that it's all right to pull the wool over a sport's eyes if it makes him feel good.

For instance, there were two old doctors I used to take fishing every year, both of them way up in their 70's. We always went to the same lake and had to walk three miles to get in there. I'd lead the way walking very slow and after I'd gone a quarter of a mile or so I'd sit down on a stump and make believe I had to rest. You should hear how those two old boys plagued me.

"Look at Perry," they'd chuckle. "Calls himself a guide and he's all in." "Suppose we'll have to carry him?" "He ought to be paying us." Every time I stopped it was like that. It made them feel like young bucks again. The stops didn't do their hearts any harm, either.

Then there was the time I took out a schoolmarm who wanted to get a deer. She was a good target shot but not a real hunter, being

too kindhearted. I brought her to an old orchard where I knew there'd be a deer and sure enough there was a fine buck standing under a tree. She hesitated a moment, then gritted her teeth and fired. Down went the buck and the schoolmarm started to bawl like a two-year-old. I made her come with me to where the deer lay dead and showed her the inside of its mouth.

"Look here," I told her. "This is odd. This deer has no upper front teeth. The poor thing would surely starve to death come winter. It couldn't bite off the branches it lives on." She stopped crying then. "This is a much more merciful death than starvation," I said. The schoolmarm said she was glad now she'd shot it but would never kill another. I've often wondered if she ever found out that deer don't have upper front teeth.

I am often asked what kind of a party I'd rather guide, whether all men, or women or a family. I would rather take out a family because I like kids and enjoy teaching them how to fish and hunt. I can take a family of four in my big canoe on a ten-day trip through country so wild that they will see only the faces they brought with them. It will cost about \$250 including fishing licenses, grub and my wages. I supply all camping equipment, tents and tackle. All they have to bring is their clothes.

Another thing I like about guiding a family is that you don't have to worry about booze. I'm not against a few nips at sundown but I don't like to guide an all-male drinking party.

Liquor is especially bad on a hunting trip and if I see that a sport has a supply of it I state my rule. I say, "You take the booze and I'll take the gun. Or you take the gun and I'll take the booze. But nobody's going to have both." It's a dangerous mixture when hunting.

One time I was guiding a couple of deer hunters. One was a real nice fellow but the other was kind of a smart aleck. I posted them about a quarter of a mile apart intending to circle around and drive a deer toward them. The smart aleck was the last one I posted and just as I was about to set out I saw him take a nip from a flask. I figured he was the kind who'd make a "sound" shot, especially after a drink or two. A sound shot is when a man hears something coming through the bush and shoots on sound without waiting to see what it is.

"Let's see that flask," I said. He thought I wanted a drink but in-

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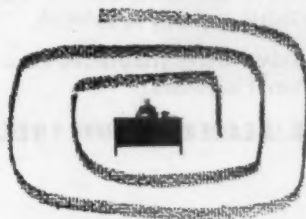
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stead I put it in my pocket. "Now," I told him. "I'm going down in the hollow and drive a deer up this way. I'll be coming up in the same direction. Don't shoot until you see antlers. Whatever you do, don't shoot at me. If you do you'd better not miss because I'm going to shoot back fast and I *never* miss."

I didn't mean it but he needed a scaring. He was so shaken that when the deer went by him he froze on the trigger. I'm glad to say that the other fellow got the deer.

Needless to say, I never have to worry about women and liquor in the woods. I have guided the fair

sex many times, often one woman alone, and always they have been good sports. The single women I've taken out are generally nurses, schoolteachers or librarians on vacation who want a complete change from city life.

Only once did I ever get a fussy one, a social worker from Boston. She was a goodhearted soul but kind of jumpy about going with a man alone. I brought one tent as always when there are only two people. The first night out when I put it up she asked me where I was going to sleep. When I told her in the tent, she gasped. I had to do a

lot of talking to convince her that I'd bunked in with women sports many times and no harm to anyone. Still she didn't like it. She wasn't afraid of me, just overproper.

Well, I went right to sleep but soon woke up with a start. Her snoring was so strong it nearly blew me out of the tent. I couldn't get back to sleep so I went outside and got under the canoe. The next morning she said to me, "I'm glad you decided to do the decent thing, I couldn't sleep a wink until you left."

People ask me if I can size up a man on meeting him and tell how he's going to act in the woods. I've been fooled so many times by first impressions that I say there's no way to judge until you're out on the trail.

I met a sport at Bath once who was gotten up so gaudy that I was ashamed to be seen on the streets with him. A greenhorn for sure, I figured. Well, we hadn't been out an hour before I knew that he was an experienced woodsman and an expert flycaster. He handled the canoe like a Penobscot Indian and when it came to making camp, cooking and cleaning up, he did more work than I did. He just had a weakness for fancy clothes like a woman for party dresses. Some sports are like that. They spend the winter buying new stuff whether they need it or not and are hardly able to wait for ice-out to put a line in. You never can tell by clothes.

Nor does a man's occupation give any idea as to what he'll be like in the woods. I've guided business executives and bankers used to giving orders who were as meek and agreeable as you could want. On the other hand I've had professors and even ministers who were fussy and bothersome. And vice versa. It's a man's nature that counts.

Only thing I've ever noticed is that professional men, like doctors and lawyers, tend to be more tightened up when they arrive and take longer to get unwound. Businessmen are more relaxed right from the start. Why I can't say.

I've guided hundreds of people and have made countless friends over the years. I've been a prospector, lumberjack, farmer and Chinoock dog breeder but when the season opens I'm a guide. The minute the ice goes out in the spring I feel like a kid getting out of school. It's been a life I wouldn't change for any other and I only hope that the people I've guided have had half the fun out of it that I've had.

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SPUDS IN THE NUDE

NUMEROUS restaurants, hospitals, industrial cafeterias and other large consumers of potatoes from New York to California now are buying a glamorized version of the lowly spud. It comes to their kitchens already peeled and cut for cooking.

The "pre-pared" potato reduces bulk storage and waste costs, cuts garbage disposal and sanitation problems.

These potatoes are the brain child of Claude Miller, president of the Miller Pre-Pared Potato Company of Blue Island, Ill., a Chicago suburb. Although various mass potato peeling devices have existed for years, Miller found a chemical solution which prevents the pared spud from discoloring.

He perfected his formula in 1949 and peeled potatoes, run through a quick bath in his mixture, retain their freshness for several days without low degree refrigeration.

Since he developed his process he has franchised potato peeling services in many cities. In every case the firms have succeeded. Typical is a New Orleans company which is now just a few months old and services hotels, hospitals and industrial plants with employee dining rooms. The average price per

hour but can slice up to 4,000 pounds per hour.

Sliced or whole, the potatoes continue on the belt line to the tanks for a dip in Miller's solution. This quick dip prevents discoloration, deterioration and has the advantage of being odorless, colorless and tasteless. It does not affect the eating qualities of the potato.

Once through the bath, the potatoes are sacked in bags con-

taining 30 or 60 pounds. Since the distributor operates on a 24-hour supply basis he normally has no concern with storage. However, most distributors maintain chill chambers where the potatoes can be held over the week end at about 38 degrees.

Most "pre-pared" potato dealers are concentrating on big consumers and are planning to hit the secondary markets soon. Most operators are waiting for new small unit packaging methods before attempting to take their product to the housewife.—CLINT BOLTON

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pound of "pre-pared" potatoes is about five or six cents above the wholesale cost of unprocessed potatoes.

In the Miller system the potato goes through a six-step process. This starts with a cold water bath in rotary washers. Then a conveyor belt carries it into a high velocity shower where the skin is literally flayed off. Still on the conveyor belt, the denuded spud passes a corps of inspectors who de-eye it, remove any bits of skin and check it for perfection. Rejects are tossed aside.

Next it goes through slicing machines. Some are left in whole condition for boiling and mashing.

In Chicago the Miller parent plant has processed 153,000 pounds of potatoes in a six-day week. In New Orleans the operation is geared to process 3,500 pounds per

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Pony Express on Rubber

(Continued from page 35)

make these precautionary stops.

At night on the straight desert highways, a driver must be doubly alert. Weary motorists tend to doze, even at high speeds, and are drawn to the bright-lighted trucks like moths to flames. What happens then was laid before me dramatically near Battle Mountain, Nev., where a truck lay crippled by the road. Though it was hours after the wreck, the driver stood by, still guarding his load. The motorist who had hit him was dying, we learned, in a local hospital. We could only keep our eyes open and hope to avert a similar tragedy.

Sooner than I expected, I saw the pin-point lights of a car spearing toward us. My driver stiffened. The lights came over magnetically. My man snatched for his instrument panel. I felt, rather than saw, our lights flick, flare bright, snap off, dim and bright again. Our horn blared. It was a spectacular eruption of sound and flashes calculated to wake the dead—or weary. Suddenly the car swerved away. Our split-second spectacle had broken his spell.

We were perilously close to the "borrow pit," that refuge ditch by our side of the road. "Always go for the borrow pit," said the driver, wiping perspiration from his face. "Get away from them if you can. And ride it out. Never jump. And never—never cross the center line."

Such reflex alertness in PIE's big fleet last year set an enviable record—only one accident of *any kind* for every 218,622 line-haul miles of operation.

From Elko to Salt Lake the next day I rode with a young chap who had waited three years to reach PIE's minimum driver age, 26. And though his wife was expecting a baby in Salt Lake City that day, he quietly made his regular tire-check stops each hour and halted at the head of each grade to check his air. When he saw another company rig stopped where it shouldn't be, he paused to offer assistance. Where a town's speed limit was 20 miles an hour, he prudently dropped to 19. The company pays for only two types of violation, I learned, excessive smoke or overloading—and forbids either.

Slowly I learned to read the truckers' "block signal system," the flickering lights. One quick flash says: "Hello—everything's

okay ahead of you." Two lights: "Ease up—road obstructed ahead." Three flashes: "Hit those brakes, pardner! It's right ahead! Bad!" We "had it made" when every truck was nodding its quick: "Hello—okay."

By Denver, 1,266 miles on the road, I thought I knew my trucks pretty well. Then I visited Pacific Intermountain's \$1,000,000 service garage, where each rig is checked every trip. The 14-acre plant, staffed by 300 mechanics, is like a clinic for the rolling road.

There I learned the truth about Tractor 3078, which Ventura had called "tired horse." It had a sick fuel pump. Its card file, which PIE keeps on every piece of equipment it owns, down to individual tires, showed 3078 was getting only 4.9 miles to the gallon, under the company's fleet average of 5.29. It definitely was ailing—six fuel pumps in one year. Out came the faulty part while 3078 and its trailer rolled down separate assembly lines to be washed, greased, electrically X-rayed and emergency gear serviced. Five hours later, the routine maintenance time for all rigs, it was back on the road.

Every engine is removed routinely at 150,000 miles for a complete overhaul, which is done in 48 hours flat. Parts are steam cleaned, then the motors reassembled. Whole cabs are remodeled, re-equipped and painted. This garage is one answer to the company's efficiency of operations—trucks averaging 65,000 miles between breakdowns on the road.

Another answer is the master dispatch board in Denver. It has what the Pony Express never had, a constant check by telephone and teletype on each of the 10,000 shipments in company hands daily. I looked at the blue tabs representing trailers over the system and saw quickly that at that moment 8,777,000 pounds of freight were on the line, 5,133,000 westbound, 3,644,000 going east.

The dispatcher was notifying dock loaders and foremen over the system what they could expect to handle that day. He was dead-heading tractors—as Ventura and I did at the start of the trip—or trailers where they would be needed. He knew how many trailers would run empty and advised salesmen in a score of cities to get busy.

Here, too, I saw the effect of

hodgepodge state laws on commerce crossing U. S. highways. The biggest bugaboo of efficient trucking is the lack of uniformity in state weight and length laws. West of Denver, PIE's rigs run well inside them at 51 and 54 feet over-all length, with an average 30,000 pounds. East of Denver, particularly for Missouri, they must chop to 45 feet length and a top 35,000 pounds. To meet this and still maintain an economic operation, PIE uses standard 35-foot aluminum trailers, which may be loaded at the Coast and sent straight through. The towing units, though, must be shorter and lighter east of Denver. Profit margins ride precariously on such regulations.

At Denver, I boarded Tractor 3509 with a "ragtop" trailer and the now famous driver, Bill Guinn. He proved a laconic man, dapper, with constantly darting eyes. Hazards on his route? "Just a herd of antelope up here," he drawled. "Bout a thousand of 'em. Been roamin' this prairie since the first white men. Okay if we don't stampee 'em." We didn't.

Highways narrowed to a thread in Kansas and Missouri. Farmers' trucks and wagons added to the difficulties. We tarried at coffee stops to avoid the school buses, dragged wearily up 14 Mile Hill while motorists zipped by at 70 miles an hour.

At Kansas City, Mo., I was surprised to find Santa Fe and Rock Island trucks shuttling into the PIE yards. Then I learned that the railroads, too, operate trucks, 100,000 of them. Southern Illinois was a nightmare of converging traffic, towns creeping out to the highways that once by-passed them, chaos of alien vehicles with drivers using signals learned under a dozen different state codes. At last, 2,461 miles from the Golden Gate, I watched as we backed our rig into the loading dock at Chicago. It was midnight, but the shuttle service was starting back, trucks leaving every hour and a half, five days to the coast. Electric fork lifts easing cargo into cavernous trailers seemed a proper, profitable occupation.

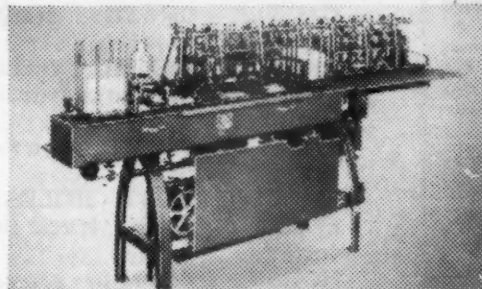
"We've got it made," I told the driver professionally, handing him logbook, ICC report and tachometer chart. He touched his cap and winked.

Having seen it all, I could testify that a good truck company is much more than bright red rigs, pleasant drivers and long-line franchises. It must be a team giving that long pull, strong pull altogether.

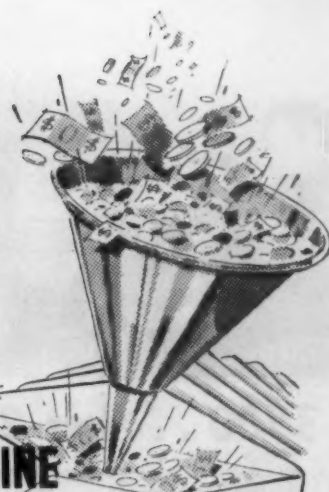
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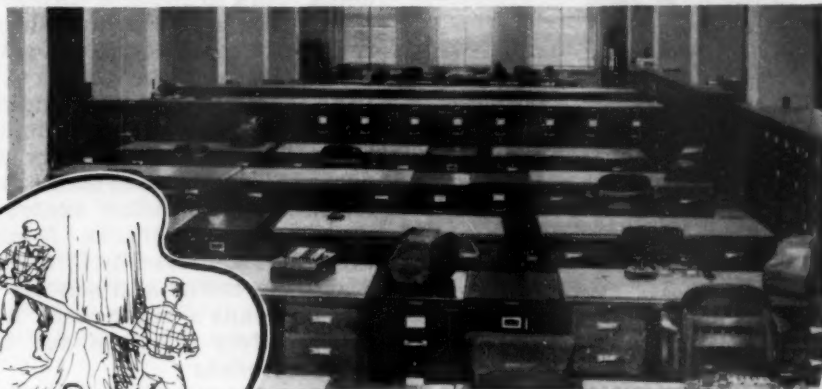
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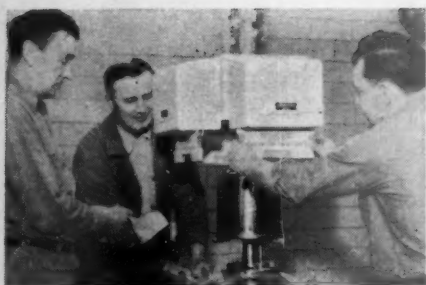
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GEAR JAMMERS' JARGON

SOME new, some borrowed, the expressions used by gear jammers (truck drivers) constitute a picturesque language. The following definitions are taken from a dictionary of truckese published by the American Trucking Associations.

BAREBACK: tractor without its semitrailer.

BULL HAULER: one who hauls livestock.

CAKLE CRATE: truck hauling live poultry.

CEMENT MIXER: truck with a noisy engine or transmission.

FOUR-BANGER: four-cylinder engine.

HAULING POST - HOLES: driving an empty truck or trailer.

HORSE: tractor or power unit.

MULE: small tractor used to pull two-axle dollies in a warehouse.

PEANUT WAGON: small truck pulling a large trailer.

PUP: four-wheel trailer with a short wheel base.

REEFER: refrigerated truck or trailer.

SCOW: low-sided truck or trailer for hauling pipe or steel.

SKINS: tires.

WHITE COLLAR MAN: driver who handles clean merchandise.

must have public good will, good roads, and freedom to roll the wheels. And they must, as PIE is doing, work to improve themselves.

PIE has set up scholarships at Stanford University, Northwestern University and the University of Utah to train men for the industry. It has thrown its weight into a nationwide drive for Project Adequate Roads. Its sales staff is doing research into possible export and import trade for trucks. A miniature PIE rig, driven by Cliff Duffin, is visiting towns and schools over the company's route with a detailed safety program for teen-aged motorists.

Veteran drivers teach them the 30 safe driving practices I learned on the road.

Safety is first nature in PIE. The drivers have a simple rule: "We drive as if every car coming carried our family." In return, they share in valuable awards, above their salaries, for every year of safe driving—uniforms, clothing for their families—up to \$350 annually in merchandise orders for accident-free performance.

PIE road bosses now cover their territory in "courtesy cars" equipped with tow cables, axes, shovels, repair tools, blankets, first aid equipment, flares, fire extinguishers—even cameras. Their orders, as for all drivers: "Help anyone in need."

Aware of that, wise motorists

have made the PIE route across country, from San Francisco to Chicago, St. Louis to Los Angeles, their route. Drivers have changed tires, towed cars, administered first aid, and even delivered babies by the side of the road. Every day brings at least half a dozen grateful cards to the "Orchid File" in Johnson's headquarters.

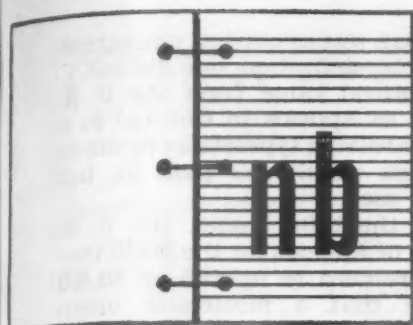
"Our son was critically injured in a farm truck-car accident last Saturday," says one. "We were told after we got here that two of your trucks stopped and the drivers helped, even to the extent of riding in the ambulance to the hospital here. We are deeply grateful for the help given our son when every minute counted."

Such are the company's "extra services." It has spared no effort or expense to improve its industry. These public relations are costly, of course, but still the company returns 2.8 cents of every revenue dollar as profit to the stockholders.

"What of trucking's future?" I finally asked Gene Johnson.

"Solid," he said. "I'd give my shirt to be able to start out on a tractor and work my way up to this chair."

Personally, I'd rather have the privilege of riding America's trucks whenever I had a fear for our prosperity and know-how. It's the best way I know to get the feel of this great land. I suspect the Pony Express riders had a hint of that.



notebook

Fund raising simplified

WHAT to do about the increasing number of appeals for contributions to worthy health and welfare projects is a growing concern in many cities. Various solutions have been tried with varying success, but few community leaders have time to collect and compare the detailed plans.

For Illinois cities this work is now simplified by a booklet, "United Fund Raising," prepared by the Illinois State Chamber of Commerce in response to local community requests for guidance.

Although not directly concerned with united fund raising as a project, the State Chamber has assembled case histories, basic factors to consider in establishing city or county united fund raising plans, a typical employee payroll-deduction plan, labor organization policies, organization charts, quota indices and other essential information into a 24-page pamphlet.

The booklet suggests no policies but it will inform interested persons or organizations on what other cities have done in this complicated field.

Public adjusters

IN AN article on fire insurance in our July number, Don Wharton advised fire victims, "Don't sign anything the first few days after a fire..."

He warned especially: "In metropolitan areas there are 'public' adjusters who rush to fires, grab the excited home owner, get his signature on a document which gives this stranger ten per cent or more of everything the insurance company pays."

William Goodman, president of the National Association of Public Insurance Adjusters, takes spirited exception to this language.

"You have not," he points out, "differentiated between the public adjuster who carries on his business in an ethical manner from the very few who may not do so. This Association was formed, admitting

to membership only those conducting their business on a high ethical plane. Membership is not open to the public adjuster who does not subscribe to our code of ethics.

"The public adjusting profession should not be condemned for the actions of the few."

Women bankers

WIVES' struggles with the family checkbook have contributed their share to our standard domestic humor. Now, according to Catherine S. Pepper, the script needs re-writing. Reporting on a survey by "The Woman Banker," official publication of the Association of Bank Women, she finds that women bank employees now outnumber men 55 per cent to 45. Of the women active in banking, six are owners or partners in banks; 27 are chairmen of bank boards and 96 are bank presidents. Among bank vice presidents and assistant vice presidents, 376 are women; cashiers, 532; assistant cashiers, 4,162.

In addition, some 1,400 women serve on bank boards of directors.

These figures do not include a large number of women who officially use their initials rather than first names and hence are not identifiable as women on personnel lists.

Paid for but never used

THE National Labor Relations Act includes among unfair practices union efforts to collect any money "...for services which are not performed."

Now, according to Commerce Clearing House, a factual law reporting agency, the U. S. Supreme Court may give this language judicial interpretation.

In the opinion of the National Labor Relations Board, the provision does not prohibit a union from trying to compel an employer to hire its members to do a job the employer does not want done—so long as the work is actually performed.

Of two lower courts where the

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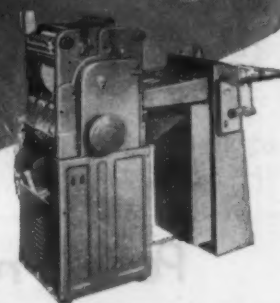
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Pete Progress and the man who was too lazy to vote

"Who are you thinking of voting for to put on the town council?" asked Pete.

"None of those blankety-blank soandso's are even worth voting for," said Charlie, the painter.

"Oh, some of them have their virtues," said Pete. "They just take a little knowing."

"Well, anyway, who cares about local candidates?" said Charlie, giving the flagpole a swipe with his brush. "Now, the presidential campaign, that's different."

"Look at it this way," said Pete. "Good government doesn't begin at the White House. It starts right here in your own backyard — with local people and local issues. The men you see on the street every day. The men who decide how this

community is run, the taxes you pay, and . . ."

"Glory be," interrupted Charlie. "I never thought about it that way."

"Well, you'd better," said Pete. "It's pretty serious stuff."

"Why doesn't somebody do something about it?" asked Charlie.

"Somebody is," said Pete. "In hundreds of towns, the local chambers of commerce are running campaigns not only to get out the vote, but to get to know your local issues and candidates better."

"Well, you got one vote out already," said Charlie. "And one new chamber of commerce member besides. I'm strong for them, too."

Your chamber of commerce is working for you. Why don't you help them?



question was presented, one agreed with this definition, one did not.

Approval came from the U. S. Court of Appeals in Chicago in a case involving typesetting by union printers which was paid for but never used.

On the other hand, the U. S. Court of Appeals for the Sixth District refused to uphold an NLRB ruling that a musicians' union could insist that traveling name bands could play in local theaters only if local men were hired as "stand-by" musicians.

The printing case was presented to the U. S. Supreme Court shortly before adjournment.

Children's hobbies change

WHILE adults grumble, the American youngster shows an inspiring ability to adapt himself to conditions as they are and make what he's got his favorite.

This hopeful insight into the mores of eight- to 16-year-olds reveals itself in a poll of 8,414 children's hobby clubs, just completed by the American Hobby Federation. The ten top hobbies for children, in order of preference, are: collecting seals and labels; collecting autographs; model plane making; woodcraft; collecting insects; stamp collecting; painting; collecting dolls; photography; model railroading.

The Federation points out that, due to the high cost of living, many youngsters' allowances have been cut. For this reason, many hobbies — stamp collecting, for instance — which required investment, have given place to others which require only skill and ingenuity. Model plane making is the only hobby among the first five which requires more than perseverance and even for this, the Federation points out, old cigar boxes and scraps of wood make satisfactory materials.

Cadet engineer training program

DETROIT has a new way of providing the engineering talent which the city needs and, like many cities, is having trouble finding.

It is helping qualified students through school.

The city has set up a part-time working scholarship under which candidates successful in a competitive examination are appointed to a three-year training program which leads to a position as assistant civil engineer.

As the Public Administration Clearing House describes it, trainees alternate such work as surveying, construction inspection,

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Freedom of the press

SOME 75,000,000 people with \$75,000,000,000 to spend live in American towns of less than 10,000 population. This information comes from a special section of the new weekly newspaper directory just issued by Weekly Newspaper Representatives, Inc., a merger of the American Press Association and Newspaper Advertising Service, Inc.

According to the directory, this country has 8,892 weekly newspapers with an average of 1,943 circulation each—a cheerful commentary that freedom of the press still lives.

Transparent boxcar

A CLINICAL boxcar that looks like a conservatory is being built in the Union Pacific Railroad's Omaha shops.

The idea of H. B. Coburn, the railroad's assistant superintendent at Seattle, this new department is designed to help road personnel study loss and damage prevention methods.

The new car will have one complete side of plexiglas, a speedometer three feet in diameter, interior lighting supplied by its own generating plant and six observation hatches in its metal roof.

When completed it will tour the company's 10,000 miles of track so that yard and train service forces can watch the effect of switching and other impacts on various kinds of lading.

Rented cars for cities

CITY employees of Las Vegas, Nev., are now riding in rented automobiles under a plan expected to result in better service at lower costs.

Under an agreement with a private company, the city will pay \$75 per month per car up to 3,000 miles and three cents a mile after that. The city will carry insurance, provide gas and oil, except an oil change at 1,000-mile intervals, and keep auto bodies in repair.

The company will service the cars, install special generators, put in heaters where necessary and provide a new car every year or after 40,000 miles of use, whichever comes first.

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LET'S VOTE ON THE ISSUES- NOT THE TEETH



MORE men and women than ever before in our history are getting a good look at the candidates whom we will send into high and important political offices Nov. 4.

Tens of millions of us read and hear what the nominees for President and Vice President, and for the House of Representatives, have to say. In many states similar attention is given candidates for the United States Senate, for governorships and for other state offices.

And in addition we see these aspirants to statesmanship in action. For this is a television campaign, our first on a national scale. In effect this modern instrument reduces our broad, far-reaching land to a town meetinghouse or a country school building on an old-fashioned campaign night.

We have nearly the same opportunity to use our eyes and ears and minds to assess candidates for high offices as had those few who stood at the feet of Jackson at Nashville in 1832, or Lincoln in New York in 1860.

For many generations most Americans made their political decisions on the basis of the printed word. This had many advantages. How an aspiring candidate said it, or how he looked while he said it, meant little. What he said meant

much. Our forefathers made their choices on what the candidate stood for—on the issues.

Then came radio. Eloquence became a much stronger factor in campaigns for high office. We moved a step closer to the man. But a voice that had qualities of music could take our minds off the issues, as well as outline a position on them.

The script writer who could coin a neat phrase or avoid a clear stand with wit became an important man or woman on the candidate's staff.

Although we were a step closer to the man, it took more concentration to keep our minds on the policies and issues—or at times even to find them.

Now comes television. The elocution teacher who polished up candidates' voices has become only one member of the faculty of the charm school that polishes up the whole candidate—at least from the waistline up—for the television cameras.

While we are much closer to the candidates, there's a chance that we may become much farther from the issues.

Charm is no substitute for principle, although there is no reason it cannot be a pleasing accompani-

ment to it. And wit is no substitute for clearly stated positions on the important, world-changing principles at issue in this election.

What are these principles? The Chamber of Commerce of the United States, the voice of the American business community, has outlined 11 of those that are most important to us as Americans and as businessmen. They are in the form of platform planks. They have been presented to both of our great political parties by Laurence F. Lee, president of the National Chamber.

The stand of American business on these issues is available to you in pamphlet form. Just write to the Chamber of Commerce of the United States, Washington 6, D. C. Ask for the platform booklet.

These principles and the reasons for adopting them should be helpful to you to use as bench marks in assessing the charm-schooled candidates who appear on your television screen, or the trained eloquence that comes from your radio, or the studied witticisms in the printed reports.

It will take intelligent appraisal to make sure that we vote for a set of principles, rather than vote for a set of sparkling teeth.

The latter may be false.